

## **NOTICE OF MEETING**

---

# **The Executive**

---

TUESDAY, 3RD OCTOBER, 2006 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Meehan (Chair), Reith (Vice-Chair), Canver, Diakides, Amin, Basu, Haley, B. Harris, Mallett and Santry

### **AGENDA**

#### **1. APOLOGIES FOR ABSENCE**

(if any)

#### **2. URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 15 below. New items of exempt business will be dealt with at item 17 below).

#### **3. DECLARATIONS OF INTEREST**

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgement of the public interest.

#### **4. MINUTES**

To confirm and sign the minutes of the meeting of the Executive held on 12 September 2006

**5. DEPUTATIONS/PETITIONS/QUESTIONS**

To consider any requests received in accordance with Standing Orders.

**6. PROGRAMME HIGHLIGHT REPORT - JULY 2006**

(Report of the Chief Executive – To be introduced by the Executive Member for Organisational Development and Performance) To provide highlight reports for all the Council's corporately significant projects, covering the period up to the end of July 2006.

**7. THE COUNCIL'S PERFORMANCE - JULY 2006**

(Joint Report of the Chief Executive and the Acting Director of Finance – To be introduced by the Executive Member for Finance): To set out an exception report on the finance and performance monitoring for July 2006 using the new balanced scorecard format.

**8. HORNSEY TOWN HALL**

(Report of the Acting Director of Finance – To be introduced by the Executive Member for Finance): To propose recommendations to deliver a viable development scheme for the future of the Hornsey Town Hall complex.

**9. THE DIGITAL DIVIDE**

(Report of the Assistant Chief Executive (Access) – To be introduced by the Executive Member for Community Involvement): To inform Members of the digital divide in the Borough and to seek approval for the development of a strategy to address the divide. **FAILED TO MEET DESPATCH DATE**

**10. SUPPORTING PEOPLE FIVE YEAR STRATEGY PROGRESS, ANNUAL PLAN, SERVICE REVIEWS, ALLOCATIONS AND GOVERNMENT CONSULTATION**

(Report of the Director of Social Services – To be introduced by the Executive Member for Health and Social Services): To report on progress in implementing the 5 year strategy, seek approval of the 2006/7 Action Plan, report the outcome of the Reviews and actions arising, report on the announcement of the allocations for 2007/8 and their implications and on the initial outcome of the Government's consultation on the national Supporting People Strategy.

**11. TOTTENHAM HALE CPZ EXTENSION AND STONELEIGH ROAD PAY AND DISPLAY SCHEME - REPORT OF STATUTORY CONSULTATION**

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Environment and Conservation): To summarise feedback from the Statutory Consultation process, seek approval to implement the extension of the Tottenham Hale CPZ and Stoneleigh Road pay and display parking scheme and to authorise officers to proceed to the making of the necessary Traffic Management Orders. **FAILED TO MEET DESPATCH DATE**

**12. URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS**

(Report of the Chief Executive): To inform the Executive of urgent actions taken by Directors in consultation with the Leader or Executive Members.

**13. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS**

(Report of the Chief Executive): To inform the Executive of delegated decisions and significant actions taken by Directors.

**14. MINUTES OF SUB-BODIES**

Executive Member Enterprise and Regeneration – 15 September 2006

**15. NEW ITEMS OF URGENT BUSINESS**

To consider any items admitted at item 2 above.

**16. EXCLUSION OF THE PRESS AND PUBLIC**

The following item is likely to be the subject of a motion to exclude the press and public as it contains exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).

**17. NEW ITEMS OF EXEMPT URGENT BUSINESS**

To consider any items admitted at item 2 above.

Yuniea Semambo  
Head of Member Services  
5<sup>th</sup> Floor  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Richard Burbidge  
Principal Support Manager  
Tel: 020-8489 2923  
Fax: 020-8881 5218  
Email: richard.burbidge@haringey.gov.uk

25 September 2006

This page is intentionally left blank

**MINUTES OF THE EXECUTIVE  
TUESDAY, 12 SEPTEMBER 2006**

Councillors \*Meehan (Chair), \*Reith (Vice-Chair), \*Amin, \*Basu, \*Canver, \*Diakides,  
\*Haley, \*B. Harris, \*Mallett and \*Santry

\*Present

Also Present: Councillors Baker, Bevan, Catherine Harris, Oakes and Williams.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
TEX62.	<b>APOLOGIES</b> (Agenda Item 1):  Apologies for lateness were submitted by Councillors Reith and Santry.	
TEX63.	<b>MINUTES</b> (Agenda Item 4):  <b>RESOLVED</b>  That the minutes of the meeting held on 25 July be approved and signed.	HMS
TEX64.	<b>THE COUNCIL'S PERFORMANCE - JUNE 2006</b> (Joint Report of the Chief Executive and the Acting Director of Finance - Agenda Item 7):  <b>RESOLVED:</b>  1. That the report be noted.  2. That approval be granted to the virements as set out in Section 13 of the interleaved report.	DF
TEX65.	<b>PROGRAMME HIGHLIGHT REPORT - JUNE 2006</b> (Report of the Chief Executive - Agenda Item 8):  <b>RESOLVED:</b>  That the report be noted.	
TEX66.	<b>ANNUAL REPORT FOR 2005-06 ON THE COUNCIL'S HANDLING OF COMPLAINTS AND MEMBERS' ENQUIRIES</b> (Report of the Chief Executive - Agenda Item 9):  Arising from our consideration of Section 5 of the report – Handling of Members' Enquiries – we noted that the performance in handling enquiries was 85% against a target of 90% and we asked that it be recorded that there was an agreed timescale for dealing with Members Enquiries which we expected to be met unless there were clear extenuating circumstances.  We also noted that Appendix 3 - the Local Government Ombudsman's Annual Letter for 2005-06 - pointed out that the areas of reduction in	All to note

**MINUTES OF THE EXECUTIVE  
TUESDAY, 12 SEPTEMBER 2006**

	<p>complaints he received about Haringey in the year were in his categories of Social Services (which included children's social care in our Children's Services), Planning, and Education whereas in all three categories there had been national increases – 22.6% in the case of Education. The Letter also referred to our improvement in the time taken to respond to his first written enquiries which was described as 'an excellent record for any authority, but particularly so for one of the London boroughs'.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the annual report for 2005-06 on the Council's handling of Complaints and Members' Enquiries be received.</li> <li>2. That the following be noted – <ul style="list-style-type: none"> <li>• Performance in 2005-06 (Section 2 for Complaints and paragraphs 5.5 – 5.6 for Members' Enquiries);</li> <li>• Progress in implementing the improvements to the Council's customer feedback arrangements. (Section 4);</li> <li>• The Local Government Ombudsman's annual letter and the Council's response. (Appendix 3);</li> <li>• Progress in implementing and administering the new procedures for Members' Enquiries. (Section 5).</li> </ul> </li> <li>3. That an invitation be extended to the Local Government Ombudsman to attend a future meeting of the Executive to discuss his Annual Letter and associated matters.</li> </ol>	CE
<b>TEX67.</b>	<p><b>CORPORATE MANAGEMENT OF PROPERTY - SEPTEMBER 2006 STAGE REPORT</b> (Report of the Acting Director of Finance - Agenda Item 10):</p> <p>Reference was made to representations made by the Friends of Parks Group about their concern that the proposed transfer of the management responsibility of operational assets from Directorates to Corporate Property Services might result in the sale, demolition or disposal of parks buildings. The Executive Member for Finance informed us that she had responded to the Group and had indicated that the purpose of the transfer was to introduce a phased programme for supporting maintenance services to all operational buildings and a plan to address a backlog of maintenance and compliance issues.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That approval be granted to the transfer of management responsibility of the operational property assets listed in Appendix 15.1 of the interleaved report on a phased basis, from Directorates to Corporate Property Services, together with the requisite budgets by the 1 April 2007.</li> </ol>	HP All to note

**MINUTES OF THE EXECUTIVE  
TUESDAY, 12 SEPTEMBER 2006**

	<p>2. That approval be granted to the development and implementation of a two-year improvement plan to address the areas of building non-compliance and improve building condition by systematically tackling the high priority areas of maintenance backlog.</p> <p>3. That the revised management structure, resource plans and system developments to enable Corporate Property Services to assume the corporate landlord role effectively and carry out the new management responsibilities efficiently be noted.</p> <p>4. That it be noted that a detailed review of the current contracting arrangements would be carried out in conjunction with the Corporate Procurement Unit with recommendations to rationalise and market tests these, in order to deliver best value and performance.</p> <p>5. That it be noted that this exercise would take place before the Homes for Haringey Value for Money review had been completed and the outcomes were known but that Homes for Haringey would nevertheless be included in the exercise and eligible to bid for works within the competitive processes.</p>	HP
TEX68.	<p><b>WHITE HART LANE - SPORTS FACILITIES REDEVELOPMENT</b> (Report of the Interim Director of Environmental Services - Agenda Item 11):</p> <p><b>RESOLVED:</b></p> <p>1. That the proposed approach to renewing provision of leisure facilities as set out in the interleaved report be endorsed.</p> <p>2. That the following actions be approved -</p> <ul style="list-style-type: none"> <li>• Market test the interest from suitably qualified leisure management organisations for the future management, investment in and development of the centre.</li> <li>• Develop stronger working relationships with key provider organisations within the wider Community Sports Hub with a view to potentially establishing an independent charitable trust or empowered user group.</li> <li>• Develop and strengthen existing links with Sport England and Sports national governing bodies to develop the sub regional role of the facility, and the potential to become a designated Community Sports Village in line with the new Government programme.</li> <li>• Seek to complement the redevelopment of Woodside High School, and influence the type, location, access and investment in new/ refurbished sports facilities within the</li> </ul>	<p>DEnv</p> <p>DEnv</p>

**MINUTES OF THE EXECUTIVE  
TUESDAY, 12 SEPTEMBER 2006**

	<p>Building Schools for the Future programme.</p> <ul style="list-style-type: none"> <li>• Investigate the interest and potential for Haringey Borough FC to relocate from Coles Park to White Hart Lane Community Sports Centre.</li> <li>• Officers progress discussions with Sport England / Olympic Delivery Authority as to the role and requirements of a 2012 Training Venue.</li> <li>• Further develop White Hart Lane Community Sports Centre role as a Community Football Centre, as set out in the London FA Facilities Strategy, and establish the scope for Football Foundation investment.</li> <li>• Develop plans in conjunction with the development of Children's Network provision, and the Youth Service Improvement Plan.</li> </ul>	
<b>TEX69.</b>	<p><b>HOMES FOR HARINGEY QUARTERLY PERFORMANCE AND FINANCE REPORT</b> (Report of the Director of Social Services - Agenda Item 12):</p> <p>With regard to Appendix 1 – Quarterly Performance Monitoring Meeting 28 July 2006 we noted that performance indicators were to be introduced for the purposes of future Performance and Finance reports. We also noted that the text contained in Minute 7 – Claimants : Benefits Assessment appeared to relate to the preceding item – Response to Members Enquiries.</p> <p>We were informed that Homes for Haringey had experienced some initial problems in dealing with Members' Enquiries but that these had now been overcome. We were also informed that it had been agreed that Members Enquiries could be escalated to Homes for Haringey's Chief Executive if necessary and that referrals would also be accepted from other members of the Homes for Haringey Board.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the report be noted.</li> <li>2. That the monitoring of Homes for Haringey finance and performance continue to be reported to Executive on a quarterly basis.</li> </ol>	DSS
<b>TEX70.</b>	<p><b>PROPOSED NEW LETTINGS POLICY</b> (Agenda Item 13):</p> <p>a) Report of the Director of Social Services (Agenda Item 13 (a))</p> <p>With the consent of our Chair an addendum which presented the findings from the consultation process that accompanied the Council's review of its Allocation Policy and the development of a new Lettings</p>	



**MINUTES OF THE EXECUTIVE  
TUESDAY, 12 SEPTEMBER 2006**

	<p>Policy was tabled.</p> <p>b) Report of the Chair of the Overview and Scrutiny Committee (Agenda Item 13(b))</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of the need to consider the report in conjunction with the report of the Director of Social Services in respect of the new lettings policy.</p> <p>In response to a question about the prioritisation accorded to domestic violence, we noted that following detailed discussions between the Scrutiny Review Panel and the Strategic Housing Service it was proposed that domestic violence should be made the fifth key priority in the new Lettings Policy.</p> <p>We noted that with regard to the table shown under Prevention of Homelessness in Chapter 2 of the draft Policy Categories 1 and 2 had been transposed and it should read -</p> <p>Category 1 - Homeless with at Home with 2 children – 200 points Category 2 - Homeless at Home with 1 child – 150 points</p> <p>and we asked that the necessary amendment be made.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the findings of the of the consultation process on the Council's review of it's Allocations Policy and the development of a new Lettings policy be noted.</li> <li>2. That, subject to the incorporation of the following amendments of the Overview and Scrutiny Committee the proposed Lettings Policy as set out in the Appendix to the interleaved report be approved - <ul style="list-style-type: none"> <li>• The Action Plan arising from the Equalities Impact Assessment (EIA), be monitored in order to inform future policy and service development and to ensure that services are in step with the needs of communities and that all users or potential users have fair and equal access to allocations and lettings.</li> <li>• Subject to the results of the modelling impact assessment and further legal advice, the Executive consider awarding a greater weighting to the local connections aspects of the new lettings policy, with a view to increasing the level of points (75) currently proposed.</li> <li>• Local connection points be awarded only to applicants who have lived in Haringey for the two years immediately</li> </ul> </li> </ol>	<p>DSS</p>
--	---	------------

**MINUTES OF THE EXECUTIVE  
TUESDAY, 12 SEPTEMBER 2006**

preceding their application.

- It is made clear in the policy that where applicants are placed in temporary accommodation outside the borough, they will be awarded Residency points, as long as they fulfil the residential qualification.
- The policy state that Local Connection points will not be given to the following:
  - Those placed in Haringey in temporary accommodation by another Council.
  - Those placed in Haringey in residential accommodation by another Council.
  - Secure tenants of another Council unless reciprocal arrangements have been agreed.
- Subject to the results of the modelling impact assessment and further legal advice, consideration be given to awarding a greater weighting than the 50 points currently proposed, as a way of rewarding “good neighbour” transfers, thereby increasing the points for those applicants who have abided by the terms of their tenancy conditions and have no rent arrears.
- Greater incentive be given to achieve an increase in under-occupation transfers; consideration be given to increasing the financial reward and introducing other forms of assistance to tenants.
- The under-occupation scheme be re-launched with an enhanced publicity campaign to ensure greater public awareness of the scheme.
- The Council consider each case of succession under-occupation on its merit and where appropriate, use the legal powers available to address the issue of under occupation of properties, when a succession to the tenancy has taken place.
- The Re-housing Service ensure that an overall publicity and education campaign is undertaken with staff and residents to launch the policy. Also that a leaflet is produced and made available in major community languages. The leaflet should include a ready-reckoner to enable applicants to calculate their housing points. The leaflet should signpost where general advice and practical assistance on homelessness and prevention of homelessness is available. The leaflet should also explain the Choice Based Lettings schemes.
- Support staff be fully trained/briefed in the policy as part of the implementation process. Training to include legal briefings on

**MINUTES OF THE EXECUTIVE  
TUESDAY, 12 SEPTEMBER 2006**

	<p>a regular basis, to ensure staff are knowledgeable and up to date with all relevant legislation.</p> <ul style="list-style-type: none"> <li>• The leaflet be produced and distributed at the same time as the Homes Connection scheme is launched.</li> <li>• The Scrutiny Review Panel to be given the opportunity to comment on the draft leaflet produced.</li> <li>• At the signing of the tenancy, if applicable, the applicants' housing benefit application form also be completed. This will allow the applicant to have benefits quickly assessed and in place and is likely to reduce the incidences of rent arrears and to assist in maintaining their tenancies. Vulnerable new tenants will be assisted by staff ensuring that housing benefit applications are completed correctly.</li> <li>• The Re-housing Service improve the administration of Housing Benefit and homelessness application processes, by ensuring that the application form for housing, when completed, gives all the necessary permissions required to carry out relevant data checks, including legal access to electronic databases.</li> <li>• The housing application form be redesigned to enable applicants to state whether they are likely to apply for Housing Benefit, so that officers are able to be better prepared to assist applicants with their claims.</li> <li>• An application be cancelled if the applicant has failed to provide documentary evidence or other information reasonably required by the Council, in order to validate the applications, including Housing Benefit.</li> <li>• The Re-housing Service, IT Department and Legal Services work in collaboration to develop a protocol that achieves a balance between the needs of the Council to alleviate homelessness and rent arrears, and the rights of applicants under the Data Protection Act.</li> <li>• The Lettings Policy be reviewed between at least twelve and eighteen months interval to ensure that it remains in keeping with current regulations and practices.</li> <li>• An action plan including the operating instructions (procedures) and progress report be presented to the Overview and Scrutiny Committee in December 2006. That the Action Plan include feedback from Connexions Direct.</li> <li>• The review of the Housing Register be undertaken as a matter of urgency and the Re-housing Service ensure that the register is reviewed on a regular basis.</li> </ul>	
--	---	--

**MINUTES OF THE EXECUTIVE  
TUESDAY, 12 SEPTEMBER 2006**

	<ul style="list-style-type: none"> <li>• A modelling impact assessment of the applicants on the Housing Register be carried out before implementation of the policy, ensuring that applicants are re-pointed using the new lettings policy, to ascertain whether the aims of the new policy have been achieved.</li> <li>• An explanation regarding Homes for Haringey be included in the Lettings Policy, to enable applicants to distinguish clearly between the Council's Strategic Housing Services and Homes for Haringey.</li> </ul> <p>3. That a new Lettings Policy document be produced incorporating the forgoing amendments.</p> <p>4. That agreement of the final points scheme be delegated to the Director of Social Services in consultation with the Executive Member for Housing and that the final scheme be reported to the Executive.</p> <p>5. That the pointing scheme be reviewed, and amended, as appropriate, by the Director of Social Services, in consultation with the Executive Member for Housing as required to meet the Council's objectives.</p> <p>6. That our thanks be placed on record to the Members of the Scrutiny Review Panel and the officers for their work in producing the policy document.</p>	<p>DSS</p> <p>DSS</p> <p>DSS</p>
<b>TEX71.</b>	<p><b>ADAPTATIONS</b> (Report of the Director of Social Services - Agenda Item 14):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of the need to ensure that the additional funds were spent in the current financial year.</p> <p>In response to a question about the differences in the timescales vis a vis the private sector and Council properties we noted that it was acknowledged that a long term adaptations policy needed to be developed in order to prevent the increase year on year of the backlog in both private and Council properties.</p> <p><b>RESOLVED:</b></p> <p>That approval be granted to an additional £1.3 million investment to increase the number of housing adaptations to properties in both the Council and private sector in 2006/07</p>	<p>DSS</p>
<b>TEX72.</b>	<p><b>EXECUTIVE RESPONSE TO THE SCRUTINY REVIEW OF CUSTOMER SERVICES</b> (Report of the Assistant Chief Executive (Access) - Agenda Item 15):</p>	

**MINUTES OF THE EXECUTIVE  
TUESDAY, 12 SEPTEMBER 2006**

	<p>We noted that whilst some recommendations made by the Scrutiny Review Panel could be taken forward within existing resources, others would require additional resources and were subject to future business planning processes. A number of those recommendations which were capable of implementation by management had been put into effect and this was reflected in the Action Plan.</p> <p>With regard to Recommendation 13 – a national award for the excellent services provided by the Department – we were informed that the Department was considering applying for membership of the Institute of Customer Services as well as seeking a nomination for the WOW awards.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That approval be granted to the Executive response to the proposals of the Scrutiny Review of Customer Services as set out in Appendix 1 to the interleaved report.</li> <li>2. That our thanks be placed on record to the Members of the Scrutiny Review Panel and the officers for their work in producing the Review.</li> </ol>	ACE-A
<b>TEX73.</b>	<p><b>BRUCE CASTLE MUSEUM ACCREDITATION PROGRAMME</b> (Report of the Assistant Chief Executive (Access) - Agenda Item 16):</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the revised Acquisitions and Disposal Policy incorporating a mission and aims statement for Bruce Castle Museum be approved.</li> <li>2. That approval be granted to accreditation for the Museum being sought by November 2006.</li> </ol>	<p>ACE-A</p> <p>ACE-A</p>
<b>TEX74.</b>	<p><b>ETHICAL GOVERNANCE ACTION PLAN</b> (Report of the Head of Legal Services and Monitoring Officer - Agenda Item 17):</p> <p><b>RESOLVED:</b></p> <p>That the Audit Commission report on Ethical Governance be noted and approval be granted to the draft action plan as set out at Appendix 2 to the interleaved report.</p>	HLS
<b>TEX75.</b>	<p><b>URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS</b> (Report of the Chief Executive - Agenda Item 18):</p> <p><b>RESOLVED:</b></p> <p>That the report be noted and any necessary action taken.</p>	

**MINUTES OF THE EXECUTIVE  
TUESDAY, 12 SEPTEMBER 2006**

<b>TEX76.</b>	<p><b>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS</b> (Report of the Chief Executive - Agenda Item 19):</p> <p><b>RESOLVED:</b></p> <p>That the report be noted and any necessary action taken.</p>	
<b>TEX77.</b>	<p><b>MINUTES OF SUB-BODIES</b> (Agenda Item 20):</p> <p><b>RESOLVED:</b></p> <p>That the minutes of the following bodies be noted and any necessary action approved –</p> <p>Executive Procurement Committee – 18 July 2006 Executive Procurement Committee - 25 July 2006 Executive Member Finance – 15 August 2006</p>	
<b>TEX78.</b>	<p><b>MATTER RAISED BY MEMBER OF THE EXECUTIVE</b> (Agenda Item 21):</p> <p><u>Meeting with the Mayor of London</u></p> <p>Our Chair reported verbally on a meeting he had attended earlier in the day with the Mayor of London to discuss a number of issues. The meeting had been constructive and the Mayor had indicated that he would expect any housing proposals submitted to him for approval to be of a high quality design and prioritise energy conservation. Due consideration would also have to be paid to the need for larger housing units. In the light of the meeting the Council should now look to progress the development schemes at Tottenham Hale and Haringey Heartlands.</p> <p>Other matters discussed included –</p> <ul style="list-style-type: none"> <li>• The opening of the gyratory scheme in Tottenham in time for the 2012 Olympic Games</li> <li>• Expansion of the Liverpool Street to Stansted Railway Line which would improve the service to Northumberland Park</li> <li>• The Local Enterprise Growth Initiative (LEGI) and the possibility of linking it to the work on-going for the Olympic Games.</li> </ul> <p><b>RESOLVED:</b></p> <p>That the report be noted.</p>	
<b>TEX79.</b>	<p><b>EXEMPT MINUTES OF SUB-BODIES</b> (Agenda Item 23):</p> <p>The minutes were the subject of a motion to exclude the press and public from the meeting as they contained exempt information relation to the business or financial affairs of any particular person (including the Authority holding that information).</p>	

**MINUTES OF THE EXECUTIVE  
TUESDAY, 12 SEPTEMBER 2006**

	<p><b>RESOLVED:</b></p> <p>That the exempt minutes of the Executive Procurement Committee held on 25 July 2006 be noted and any necessary action approved.</p>	
--	--	--

GEORGE MEEHAN  
Chair

This page is intentionally left blank





Agenda item:

**The Executive****On 3<sup>rd</sup> October**Report Title: **Programme Highlight Report July 2006**Forward Plan reference number (if applicable): **[add reference]**Report of: **The Chief Executive**Wards(s) affected: **All**Report for: **Non-Key Decision****1. Purpose**

1.1 To provide highlight reports for all the Council's corporately significant projects, covering the period up to the end of July 2006.

**2. Introduction by Executive Member (if necessary)**

2.1 Following the Audit Commission review of project management, members expressed concern about the need to strengthen programme and project management processes.

2.2 The Council's response to the Audit Commission recommendations was presented to the Executive on 21 February. One of the key actions agreed by members was that the programme highlight report, which contains progress reports and management summaries of key Council projects, should be reported to the Executive each month.

2.3 Accordingly, this report sets out the highlight report for projects that report to the programme up to the end of July 2006. The detailed programme report is shown in appendix 1, with the main highlights shown in the covering report on an exception basis.

**3. Recommendations**

3.1 To note the report.

Report Authorised by: **Dr Ita O'Donovan, Chief Executive**

Contact Officer: **James Davis, Improvement and Performance**  
**Tel: 020 8489 2510**

**Lauren Watson, Improvement and Performance**

**Tel: 020 8489 2514**

#### **4. Director of Finance Comments**

4.1 The Director of Finance has been consulted on this report and comments are as follows:

- Regeneration – Tottenham High Road - £1.6m of resources is still unallocated to specific projects and the majority of external funding is time limited to the end of March 2007. Reserve projects have been identified with a total estimated project value of £1.13m leaving a shortfall of approximately £530k. The delivery of the programme will need to be closely monitored;
- Primary Schools – Due to concerns about the current programme and finances, Primary Schools Capital Projects will be the subject of a separate report to CEMB in September / October advising on a revised three-year capital programme for the Children's Service.
- Children's Centres – further work is required to ensure the detailed spending plan for delivery of the new centres can be funded within the budget available and in the year the funding is available;
- Updated spending plans for both Primary Schools and Children's Centres will be the subject of particular scrutiny when presented to the project board as part of next month's highlight report;
- Procurement – this project has a target of £2m of savings, equally split over 2005/06 and 2006/07. Only £1.2m has been identified with projects implemented, so there will be a shortfall of £0.8m against the target in 2006/07. This has been reported to the Executive within the budget monitoring report.

#### **5. Head of Legal Services Comments**

5.1 There are no specific legal implications to comment on in this report.

#### **6. Local Government (Access to Information) Act 1985**

6.1 Report to Executive on 21 February: Programme and Project Management – Response to the Audit Commission Review of Project Management.

6.2 Detailed project highlight reports.

#### **7. Strategic Implications**

7.1 The programme is the vehicle for the Council to deliver corporately significant projects and projects that are key political priorities. It underpins the Council's corporate planning process, ensuring that the projects we undertake reflect and help to deliver Community Strategy and corporate priorities.

- 7.2 This report provides an opportunity to monitor, challenge and support the Council's key projects to ensure that they finish on time, to budget and deliver the outcomes for the community.

## **8. Financial Implications**

- 8.1 A key driver in developing the programme structure has been to improve financial oversight of the Council's key corporate projects. Accordingly, projects are required to report detailed financial information in their project highlight reports each month and a budget summary for each project is shown in Appendix A 'Programme Highlight Report'.
- 8.2 Key areas of financial concern this month are reported in the Director of Finance comments.

## **9. Legal Implications**

- 9.1 There are no legal implications

## **10. Equalities Implications**

- 10.1 This report deals with the way that we manage projects many of which have an impact on different sections of our community. Improved management of these projects will therefore improve the services we provide to all sections of our community.
- 10.2 Specifically, the Business Intelligence project aims, amongst other areas, to capture information on equalities through robust contract monitoring.
- 10.3 The Equal Pay Review is a crucial element towards the Council achieving levels 3 and 4 of the Equalities Standard for Local Government by March 2007.

## **11. Background**

- 11.1 The programme highlight shown in Appendix 1 provides details of all the Council's corporately significant internal and external projects that report through the Council's programme structure. The information in the report is taken from detailed project highlight reports for each project that have been agreed by the respective Project Boards. Due to the reporting cycle, there is a time lag in the information presented and this report shows projects' status at 31 July 2006.
- 11.2 For each project, there is a management summary that sets out progress over the reporting period. A traffic lights system, like the one used in the Finance and Performance report, shows the project status against key indicators, including:

- Overall Status
- Status last month
- Timescales
- Budget
- Resources
- Issues
- Risks

11.3 The traffic light annotation is used as follows:

- **Green Status:** Project progressing to plan and scheduled to deliver on, or ahead of, time. All risks and issues under control and none outstanding requiring Executive/Senior Management attention. Committed costs on track and within sanctioned budget
- **Amber status:** Project is progressing but subject to small delays. Issues outstanding which could pose significant threat to the Project. There may be a budget variance but it is less than £25,000.
- **Red status:** Project progress is well off track and implementation date will be delayed. There are major issues/risks which pose immediate threat to the project. The project has stalled because of lack of project resources and / or there is a budget variance in excess of £25,000.

## 12. Exception Report

12.1 In addition to the management summaries provided for each project in appendix 1, key highlights from the programme are shown below on an exception basis.

### 12.2 Regeneration Stream Board

#### 12.3.1 Tottenham High Road

12.3.2 £1.6m of resources is still unallocated to specific projects and the majority of external funding is time limited to the end of March 2007. Reserve projects have been identified with a total estimated project value of £1.13m leaving a shortfall of approximately £530,000. The delivery of the programme will need to be closely monitored to ensure that this funding is not lost.

### 12.4 Safer Communities Stream Board

12.4.1 The stream board is in the process of identifying projects that should report through the programme. Once these projects have been identified and scoped they will be reported in the programme report.

## **12.5 Children and Young People Stream Board**

### **12.5.1 Primary Schools Capital Projects**

12.5.2 Due to concerns about current programme and finances The Primary Schools Capital Projects will be subject to a separate report to CEMB in September / October advising on a revised three-year capital programme for the Children's Service. Updated cost plans will be presented to the project board as part of next months highlight report. Further details are provided below.

12.5.3 Coldfall Expansion: There are anticipated increases to construction costs for items not identified on drawings, items not sufficiently measured, items for unforeseen works and additional design fees. The construction cost increase was reported by the project cost consultant to the project core group on 25th July 2006. The increased cost for construction and design have yet to be agreed and are presently being investigated. The total estimated value of these projected variances (including additional design costs) is £450,000.

12.5.4 Tetherdown: Phase I works are approx £150k above pre-tender estimate. The Phase II works have not yet been designed but will need to reduce in scale to stay within overall budget.

12.5.5 Broadwater: The Broadwater Farm project has been delayed by the decision to phase both Targeted Capital Fund projects with the secondary scheme at White Hart Lane. The White Hart Lane scheme has been now subsumed into the Building Schools for the Future plan for the whole White Hart Lane campus.

12.5.6 The budget for the year was estimated in October 2005-06. To date there is no sketch design to base accurate costs on however project progress is slipping and projected expenditure is estimated at a reduced amount (£500k), mainly fees only in the current year. There will be no main contractor works during the current financial year.

### **12.5.7 Children's Centres**

12.5.8 Risks are showing red status this month owing to two concerns. Firstly whether there is sufficient capital to develop all eight new centres. The suitability assessments suggest that this should be achievable and will now be tested through feasibility studies.

12.5.9 The second risk relates to the spend profile against funding profile and concerns whether we can achieve sufficient spend this year. This will be addressed in negotiations with the Sure Start Unit and fed back to the Children and Young People Stream. Board.

**12.6 Better Haringey Stream Board**

12.6.1 There are no exception reports for the Better Haringey Stream Board.

**12.7 Well Being Stream Board**

12.7.1 Community Care Strategy – The Red House

12.7.2 The contractor has been unable to meet the original completion date of 11<sup>th</sup> August for the Red House refurbishment and has stated that the revised completion date will be 25<sup>th</sup> August 2006.

12.7.3 The programme to meet this later date has been scrutinised and it is considered by the design team that it is over optimistic considering labour levels and the sequencing of work on site. The design team believe that contract completion will not be achieved until the 22<sup>nd</sup> September.

**12.8 Housing Stream Board**

12.8.1 Repairs Procurement

12.8.2 The overall traffic light status has stayed Green, although the timescale status is showing as Red. This is because the indicative timetable included in the original project initiation document expected that the OJEU Notice and advert would be placed in May but has been revised to August.

12.8.3 The indicative timetable was contingent on putting in place technical consultants to inform Best Practise in the Repairs and Maintenance service. Consultants have now been identified and a scoping day took place on July 27<sup>th</sup> to develop a new draft project plan. This timetable now needs to be agreed by the project team and will be included in next month's highlight report for formal sign off.

12.7.4 Empty Property

12.7.5 The overall turnaround figure is rising as there is a substantial backlog of properties that have been void for a considerable length of time.

12.7.6 Work has been completed this month to model future performance and assess ability to meet the 27 day turnaround target. From this, it is clear that this target will not be met for the full year and that urgent action is needed in the next 3 months to ensure that the backlog of outstanding voids is cleared and the target is being met for new voids when Home Connections is introduced from 1 November 2006.

12.7.7 Some key milestones have been missed:

- Accompanied viewings of void properties were due to be introduced in Lettings on 1 June. Due to resource problems in the Lettings team this has not been implemented. Additional resources for the Lettings team have been agreed to resolve this problem.
- Implementing performance management within Voids Team has been delayed from 30 June to 30 August. A new Crystal report is now being rolled out.

12.7.8 The urgent action for the coming months includes:

- Reviewing and correcting the ready for let dates of 32 voids that were let in July with void periods in excess of 50 days.
- Reviewing and correcting/amending the ready for let dates of 20 current voids with void periods in excess of 100 days.

12.7.9 Lettings and Allocations

12.7.10 Revised and challenging timescales for consultation with prospective tenants on the existing housing register were agreed by the Housing Improvement Partnership Board on 2 August 2006 in order to meet the requirement to gain Executive approval for the Lettings Policy and Pointing Scheme on 12 September 2006.

12.7.11 As reported last month, the Housing Register Re-Registration exercise has been delayed by approximately 2 months due to decision to use electronic data capture mechanisms. The Housing Partnership Board has now agreed that the exercise will start on 21 August and be completed by October.

12.7.12 Lettings performance has been considered unsatisfactory. The Housing Improvement Partnership Board on 2 August 2006 approved funding for four temporary posts to reduce the backlog, produce a step change in performance and to carry out accompanied viewings. Productivity of existing staff is being reviewed. Additional internal management support and controls introduced.

12.7.13 A temporary lettings manager has been appointed to release existing staff to progress work on Home Connections.

## **12.8 People Stream Board**

12.8.1 There are no exception reports for the People Stream Board.

## **12.9 Value for Money Stream Board**

12.9.1 Procurement Programme

12.9.2 The 2005-7 efficiency target for the Procurement Programme is set at £2 million cashable savings. In 2005/6, £200,000 was achieved

through the procurement of Insurance and in 2006/7 £800,000 should accrue from the Agency Resource Centre.

- 12.9.3 The Agency Resource Centre is now in place. There have been initial difficulties with the submission of invoices to the Council and we are reviewing the management information reports on agency staff commitments to assess whether the savings are on target. There may be a slight shortfall as the contract didn't start until the latter part of May.
- 12.9.4 The remaining £1 million should be addressed through new projects that will be submitted to the Value for Money Board for approval. These are: Transport Services, Temporary Accommodation, Marketing & Communications and Training Consultants. There is a pressure to conduct these reviews quickly so that any new arrangements can be implemented in this financial year to accrue the necessary efficiency savings.
- 12.9.5 However, there are significant concerns over ownership of individual projects that have been identified to deliver efficiency savings. This is having an adverse effect on the ability of the Procurement Programme to deliver its savings targets. The need for delivery of individual projects has been reinforced through Management Board.
- 12.9.6 All current projects are not due to deliver until the last quarter of 2006-07 or the first quarter of 2007-08. Given that these projects are at the project initiation stage, the £1 million savings target for 2006/7 is at risk. New areas for efficiencies need to be examined by Directors and the results will be passed to Procurement Project Board and Value for Money Stream Board.
- 12.9.7 It was agreed at the August VFM stream board that a paper will be presented to the September meeting and CEMB setting out options to deal with the issues identified in this report.
- 12.9.8 Transactional Efficiency Project
- 12.9.9 There have been some technical problems with the extraction of data out of the SAP system into the Business Intelligence system, which is currently being investigated.
- 12.9.10 Due to the technical difficulty with data extraction, the scheduled go-live of 1 August was not achieved. These issues are being investigated by SAP and a new go-live date will be confirmed shortly.
- 12.9.11 The revised approach uses up all of the allocated development days. Additional resource will be needed to complete Phase 2 but this will be mitigated by the knowledge and skills gained by internal resources who should be able to take on the work required. As such it is not anticipated that this will impact on the budget for BI.



**12.10 Customer Focus Stream Board**

12.10.1 There are no exception reports for the Customer Focus Stream Board.

**13. Use of Appendices / Tables / Photographs**

13.1 Appendix 1: Programme Highlight Report

This page is intentionally left blank

# **PROGRAMME HIGHLIGHT REPORT**

**FOR THE PERIOD JULY 2006**

Prepared by

**Corporate PMO**

**Version 0.3**



## CONTENTS

<b>SECTION 1 – REGENERATION STREAM BOARD .....</b>	<b>3</b>
(1) HARINGEY HEARTLANDS .....	3
(2) TOTTENHAM HALE URBAN CENTRE .....	5
(3) WOOD GREEN TOWN CENTRE .....	8
(4) TOTTENHAM HIGH ROAD STRATEGY .....	9
(5) GROWTH AREA & COMMUNITY INFRASTRUCTURE FUNDS (GAF/CIF) .....	13
(6) COUNCIL OWNED LAND .....	16
(6) WARDS CORNER .....	17
<b>SECTION 2 – CHILDREN AND YOUNG PEOPLE STREAM BOARD .....</b>	<b>19</b>
(1) BUILDING SCHOOLS FOR THE FUTURE .....	19
(2) PRIMARY SCHOOLS CAPITAL PROJECTS .....	21
(3) CHILDREN'S CENTRES: PHASE II APPROVAL STAGE .....	25
(4) YOUTH SERVICE IMPROVEMENT PROJECT .....	29
<b>SECTION 3 – WELL BEING STREAM BOARD .....</b>	<b>31</b>
(1) E-CARE .....	31
(2) COMMUNITY CARE STRATEGY IMPLEMENTATION .....	33
<b>SECTION 4 – BETTER HARINGEY STREAM BOARD .....</b>	<b>35</b>
(1) BETTER HARINGEY ESTATES IMPROVEMENT PROGRAMME .....	35
(2) COMMUNICATIONS & EVENTS .....	36
(3) ENVIRONMENTAL CLEANLINESS & ENFORCEMENT .....	38
(4) IMPROVING GREEN & OPEN SPACES .....	40
(5) SUSTAINABILITY .....	43
<b>SECTION 5 – HOUSING STREAM BOARD .....</b>	<b>45</b>
(1) REPAIRS PROCUREMENT .....	45
(2) ADAPTATIONS PROJECT .....	46
(3) EMPTY PROPERTY PROJECT .....	48
(4) HOMELESSNESS AND HOUSING OPTIONS PROJECT .....	51
(5) LETTINGS AND ALLOCATIONS PROJECT .....	52
<b>SECTION 6 – PEOPLE STREAM BOARD .....</b>	<b>54</b>
(1) EQUAL PAY REVIEW .....	54
(2) INVESTORS IN PEOPLE .....	56
(3) CORPORATE HEALTH & SAFETY ACTION PLAN .....	57
<b>SECTION 7 – VALUE FOR MONEY STREAM BOARD .....</b>	<b>59</b>
(1) ASSETS STRATEGY .....	59
(2) PROCUREMENT PROGRAMME .....	61
(3) USE OF RESOURCES .....	64
(4) TRANSACTIONAL EFFICIENCY .....	65
<b>SECTION 8 – CUSTOMER FOCUS STREAM BOARD .....</b>	<b>68</b>
(1) INSOURCING ICT .....	68
(2) CUSTOMER SERVICES STRATEGY .....	70
(3) CUSTOMER FOCUS PROJECTS .....	71
<b>PROGRAMME OFFICE COMMENTS .....</b>	<b>73</b>

## SECTION 1 – REGENERATION STREAM BOARD

Regeneration Stream Board									
<div>(1) HARINGEY HEARTLANDS</div> <div>LEVEL 1 PROJECT</div>							PROJECT DESCRIPTION / OBJECTIVES		
							<ul style="list-style-type: none"><li>To commission a masterplan for the regeneration and development of the Eastern Utility Lands.</li><li>To secure the land known as the “former sand sidings” for the provision of a new sixth form secondary school.</li><li>To obtain funding for a new spine road through the overall site from North to South.</li><li>To secure a guarantee of the decommissioning of the National Grid TRANSCO site.</li><li>To work with major landowners and private developers to deliver these plans.</li><li>To meet the output targets of up to: -<ul style="list-style-type: none"><li>1,200 new jobs</li><li>1,200 new school places</li><li>2,000 new homes</li></ul></li></ul>		
							Original End Date: N/A as phased programme of work		Current End Date: N/A as phased programme of work
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY		
A	A	A	G	A	G	G	Status / Timescales <ul style="list-style-type: none"><li>Meetings have taken place with National Grid to try and resolve issues around access to their site, but these are still outstanding. The expenditure and building of the Spine Road will not be delivered within the timescale unless the planning application is submitted to September Planning Advisory Committee.</li></ul>		
<div>Project Sponsor: Justin Holliday</div> <div>Project Manager: Shifa Mustafa / Mark Lucas</div>							Progress <ul style="list-style-type: none"><li>There is a proposed solution to the £150k shortfall in funding professional fees which has been reported as an issue in the last three reports. The full details will be confirmed in the next report.</li><li>The Murray Rix ground investigation and preliminary contamination report has been passed to Leonard Stace (Q.S) for evaluation.</li><li>The landowners met on the 12<sup>th</sup> June and discussed the option of submitting a planning application as opposed to adopting the Masterplan as a formal planning brief first before submitting planning applications.</li></ul>		

## Regeneration Stream Board

### (1) HARINGEY HEARTLANDS CONT.

- Property Services & Children's Services have met Thames Water on site to consider our request for pedestrian (pupil) access to the New River underpass. Discussions are ongoing regarding the extent to which the bridge will be used as part of the development.
- A mandate was sought from the new administration as to the direction, timing and pace of development of this site and roll out of the Masterplan. It may be that an alternative approach is taken by proceeding with a planning application approach.

#### **Key Activities planned for next reporting period:**

- Make final decision to approach to be taken – existing masterplan/SPD or masterplan/outline planning application. Prepare a more detailed project plan, including timescales and key milestones for a planning application approach.
- Ascertaining the listing recommendations for the No. 1 Gasometre of English Heritage (decision still outstanding).
- Assist Children's Services in the public consultation of the new school proposals.
- Continue implementing each key stage of delivering the new spine road, through the Highways-led project management group.
- Finalising terms with the school site vendor and ensuring these are reported to the next scheduled meeting of the BRB(R) Board.
- Property Services & Children's Services to seek the approval of the Alexandra Palace & Park Trust for use of the park for recreational space by the new school.
- Access to National Grid site is still outstanding. (Any planning application for the Spine Road will be submitted jointly between LBH and National Grid, but will not be submitted in September).

Regeneration Stream Board									
<div>(2) TOTTENHAM HALE URBAN CENTRE</div> <div>LEVEL 1 PROJECT</div>							PROJECT DESCRIPTION / OBJECTIVES		
							<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		
							Original End Date: N/A as phased programme of work		Current End Date: N/A as phased programme of work
Status This Month	Status Last Month	Time scale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY		
G	A	G	A	G	G	G	<div>Progress</div> <div><div></div><div></div><div></div><div></div></div> <div>Key Activities planned for next reporting period</div> <div><div></div><div></div><div></div></div> <div>Budget</div> <div></div>		
<div>Project Sponsor: David Hennings</div> <div>Project Manager: Shifa Mustafa / Mark Lucas</div>									

## Regeneration Stream Board

### (2) TOTTENHAM HALE URBAN CENTRE CONT.

#### Details

##### Hale Wharf

- The scheme will benefit from further investments made by ODPM as British Waterways' Bridge Link GAF2 Project has been approved.
- ISIS Waterfront Regeneration Ltd held irregular but intensive pre-application discussions with the Planning Service.
- The applicant has held its own local public consultation events.
- The detailed planning application itself was submitted in April, although not validated, due to missing information which was later supplied. However, the applicant has now withdrawn the application will resubmit.
- Vacant possession, flood attenuation measures, and other site preparations will be assessed and addressed by the applicant.
- The exact location of the proposed British Waterways Footbridge over the River Lee is currently the subject of negotiations between British Waterways, ISIS, the GLA/ LDA, CABE, LVE, LBH and LVRPA.

##### Urban Masterplan

- The Tottenham Hale area benefited from earlier investments made by the ODPM. Under GAF Round 1.
- Bids to ODPM, Growth Area Fund, Round 2 were successful on the GLS site, (£2.5 million) and Hale Wharf, (£2.5 million).
- The Design Framework has been signed off by the LDA, GLA, LBH and TfL as joint clients.
- The abridged version is now out for public consultation. Public consultation commenced on 3<sup>rd</sup> July and will end on 28<sup>th</sup> August: a period of 8 weeks. The framework is scheduled to be considered by the Council's Executive on 31<sup>st</sup> October.



## Regeneration Stream Board

### (2) TOTTENHAM HALE URBAN CENTRE CONT.

#### GLS Site

- An outline planning application was submitted on the 18<sup>th</sup> May 2006, and has been validated by Development Control. This proposes a mixed use development including 1,250 residential units, 750 student rooms, offices, hotel, health centre, a primary school, urban green space, a green link, Unculverting a watercourse and a combined heat and power plant.
- We continue to meet with the Landowner and their advisers on a monthly basis, most recently on the 30<sup>th</sup> June.
- Negotiations with a number of potential end-users are progressing well with a view to securing the right mix of uses.
- The Children's Service has concluded, in terms of the demand for primary education in the Tottenham area, that a new 1-2 form entry primary school will be required (within the boundaries of the GLS site).
- DCLG, Growth Area Funding Round 2, has been allocated for various enabling and site preparation works in the sum of £2.5m.

## Regeneration Stream Board

### (3) WOOD GREEN TOWN CENTRE

#### PROJECT DESCRIPTION / OBJECTIVES

To undertake a number of projects to improve the socio-environmental aspects and economic performance of Wood Green Town Centre (WGTC) in order to secure sustainability and maintain Metropolitan Town Centre status. Projects/activities and objectives include:

- To develop a Masterplan and planning brief for WGTC using existing evidence bases (e.g. draft spatial plan for Wood Green) with the inclusion of strategic sites such as Civic Centre, Library and Lymington Ave. All planning documents to be submitted as part of planning brief for UDP in September 2007.
- To continue to provide a local business support service for SME's situated in Wood Green through the Town Centre Manager and associated resources. Provision of services include advice/support and signposting, networking, resource management and compliance issues
- To benchmark the services within the town centre by obtaining SLA's (Service Level Agreements)
- To use the results gained from the BIDs feasibility study to feed in to the WGTC strategy so as to find a sustainable funding mechanism for the Wood Green Town Centre Management function.

Original End Date: tbd

Current End Date: tbd

Project Budget: tbd

Forecast spend: tbd

Spend to date: tbd

#### MANAGEMENT SUMMARY

A draft PID is currently being drawn up to cover all aspects of the Wood Green Town Centre development. With the recent addition of the Civic Centre, Library and Lymington Avenue sites to the project brief, it is envisaged that a final PID document will not be available until all aspects are fully scoped and defined. This will require extensive consultation with Council departments and stakeholders. Officers in Economic Regeneration will look to:

- identify key stakeholders/officers and convene a steering group to lead on planning and delivery
- supply extra resource to ensure adequate capacity for envisaged work output

Officers in Economic Regeneration continue to attend related forums and steering groups such as Wood Green Town Centre Management Steering Group to discuss ground level and strategic issues with all local stakeholders.

A formal budget for this programme is still yet to be identified.

#### Project Sponsor:

David Hennings

#### Project Manager:

Karen Galey

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
G	G	G	A	G	G	G

## Regeneration Stream Board

### 4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION

#### PROJECT DESCRIPTION / OBJECTIVES

- Improve physical regeneration and sustainable development in Tottenham;
- Development of high quality managed workspace and incubator space for local SME's in Tottenham;
- Adapt premises to provide improved and increased managed workspace;
- Improve the Tottenham High Road town centre, Seven Sisters Road, Park Lane and Fore Street Edmonton by enhancing the image of the area and attracting and retaining business;
- Reinstate the historic features and environment of core centres that had experienced decline and degradation
- To support delivery of Haringey's City Growth Strategy through providing opportunities for maximising the untapped potential of BME entrepreneurs through providing managed workspace and the associated business support.

**Original End Date:**  
December 2006 - ERDF  
2010 – HERS

**Current End Date:**  
31<sup>st</sup> March 2007 - ERDF  
2010 - HERS

**Project Budget:** £5085.9k

**Forecast spend:** £5085.9k  
**Spend to date:** £434.5k

#### MANAGEMENT SUMMARY

- **Seven-Sisters Road Shop Fronts:** Works on site complete.
- **TGEC refurbished managed work space:** Two further units refurbished.
- **Stoneleigh Road new build Managed Workspace:** Construction contractor selection confirmed. Contractor preparing final sum quote for works to report to Procurement Committee. First full project team meeting held. Demolition contractor selected and 7<sup>th</sup> August start date agreed.
- **Bruce Grove THI phase I shop fronts:** Team meeting held this month. Tenders received and evaluated for works to shop fronts. Building contractor to be appointed in August. There is 100% participation in the Windsor Parade scheme and Heritage Lottery Fund have granted approval to part-fund the housing works on the upper elevation (funding for external features of the block). Phase 1 completion is planned for January 2007, delayed from November 2006. This delay will not impact on the overall programme.

**Project Sponsor:**  
Zena Brabazon

**Project Manager:**  
Sean Burke

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
G	G	G	A	G	G	G

## Regeneration Stream Board

### (4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

- **HERS shop fronts and façades:** Grant applications received back from owners for 536 & 785 High Road. Final grant contracts to be agreed with owners/leaseholders for 483-489 and 497-507 High Road. Planning and Building control applications to be submitted for 483-489 High Road. Works continue at the Blue School site.
- **Enfield Council Fore Street:** Contract works commenced early July. Negotiations with individual owners/occupiers complete.
- **Rangemoor Road:** Agreed Maximum Price established between the contractor and the quantity surveyor. Procurement Committee Report prepared for submission in August under urgency procedures. Report out for internal comments. British Gas have completed works to enable relocation of the tenant from unit 21.

#### Budget

- £1.6m of resources is unallocated to specific projects and the majority of external funding is time limited to the end of March 2007. Reserve projects have been identified and are shown below - total estimated project value £1.13m leaving a shortfall of approximately £530k.
  - **Workspace industrial units on Tottenham High Road** – Conversion of 500m2 former warehouse space. JM met with group on 30<sup>th</sup> June. Workspace confirmed their intention to proceed. (Estimated project cost £500K). Provide formal SLA to Workspace and complete.
  - **Technopark:** Office space refurbishment and division into smaller units. 3000m2 of empty space at present. Property services need to secure capital funding to carry out this work. (Estimated project cost £200K. Zena Brabazon to meet with Dinesh Kotecha to discuss taking proposal forward.

## Regeneration Stream Board

### (4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

- **Blue School:** Commercial floor space (200m<sup>2</sup>). Formally agreed with developer to include project in HERS scheme. The updated HERS budget will be reported in August when the final eligible project cost is confirmed. (estimated £250K).
- **LARC (NDC):** GoL has confirmed eligibility for the refurbishment of 180m<sup>2</sup>. NDC and Neighbourhood Management (NM) to complete funding agreement. Draft ready for review and completion in August. (Total project cost £180K).

Rangemoor Road overall rating is amber. This is because ERDF grant is not formally confirmed by Urban Futures. This will be confirmed by means of completing the Service Level Agreement (SLA) with Urban Futures or a direct grant from GOL.

The High Road Programme is showing underspend of £537.4K against profile. This is primarily due to the delay in starting work at the Stoneleigh Road Depot and Fore Street in Enfield. Enfield is now on site and work will start on Stoneleigh Road on 7<sup>th</sup> August.

#### Timescale

The Urban Centre for City Growth (UCCG) programme is presently made up of seven individual projects with both internal and external partners. Two (Park Lane and Seven Sisters Road shopfront improvements) are completed. The remaining five are on target for completion by the extended deadline of 31<sup>st</sup> March 2007 (Tottenham Green Enterprise Centre, the Townscape Heritage Initiative, Heritage Economic Regeneration Scheme, Fore Street and Stoneleigh Road Depot projects).

The overall rating is Green. All projects are moving towards work starting on site. Whilst there are risks associated with completing the projects before the March 31<sup>st</sup> deadline these are being managed and all projects are due to start work on site by September 2006.

## Regeneration Stream Board

### (4) TOTTENHAM HIGH ROAD STRATEGY IMPLEMENTATION CONT.

#### Issues

The overall High Road programme rating is Green. All open issues are being addressed. The Rangemoor Road project has one key open issue relating to the Service Level Agreement with Urban Futures. This will be resolved in August/

The Townscape Heritage Initiative needs to finalise the agreement with Blair Estates for Windsor Parade. Completion due in August.

#### Risks

The key risk to the UCCG programme is failure to secure additional reserve projects to draw down the full value of grant. NM is working to achieve formal funding agreements for four additional projects. The Blue School project will formally be included in the HERS scheme as an additional project. The extension of the funding period to March 2007 significantly reduces risk to delivering the programme on time.

Rangemoor Road – the key risk is not securing the ERDF grant. Negotiations with Urban Futures on the SLA terms are nearly complete. GOL may provide the grant direct to Haringey rather than through Urban Futures.

## Regeneration Stream Board

### (5) GROWTH AREA & COMMUNITY INFRASTRUCTURE FUNDS (GAF/CIF)

#### PROJECT DESCRIPTION / OBJECTIVES

- To develop the social and physical infrastructure within Haringey to support housing growth as part of the Office of the Deputy Prime Minister's (ODPM) London-Stansted- Cambridge- Peterborough Growth Corridor's delivery plan.
- To acquire SRA/ Rail Property Land for a new secondary school, (GAF2) in the Haringey Heartlands (Eastern Utility Lands).
- To enable Sustainable Housing Development within the South Tottenham Area, (Markfield), (Green Spaces) (GAF2).
- To relocate the Mortuary (From Western Utility Lands), (GAF2) to release land for development of affordable and private homes, together with local retail facilities and associated employment opportunities.
- To access and enable Residential Development in Tottenham Hale International, (GLS), (GAF2).
- To provide a new Haringey Heartlands Spine Road, (CIF1).

**Original End Date:** ongoing programme of work

**Current End Date:** ongoing programme of work

**Project Budget 06/07:** £7247k

**Forecast spend:** £7247k  
**Spend to date:** £96k

#### MANAGEMENT SUMMARY

##### Programme Summary

- Project programme has been amended as a result of further details available from surveys and data collected to date but a number of key stages cannot be finalised until resolution of the issue with National Grid.
- **Timescales / Status:** Heartlands Programme severely delayed due to National Grid's refusal to allow access to their land to carry out topographical and contamination surveys.

##### Construction Programme

- Implementation to be carried out in 3 phases. Meeting held with procurement and timetable drawn up. Advert has now been sent out for expressions of interest for phase 1 and 3 to start on site in January 2007.

##### Expenditure profile

- Costing profile sent to CIF/DfT, but 1<sup>st</sup> quarter claim not yet submitted. Formal agreement only received 17/07/06.

**Project Sponsor:**  
Andrew Travers

**Project Manager:**  
Shifa Mustafa, Mark Lucas,  
Steve Carter

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
A	A	G	G	A	G	A

## Regeneration Stream Board

### (5) GROWTH AREA & COMMUNITY INFRASTRUCTURE FUNDS (GAF/CIF) CONT.

- Horizontal alignment of the road drawn up and work started on detail assessment of junction design. Suggestions from National Grid representatives for new alignment have been considered but not accepted due to them not being practicable. Further suggestions from National Grid owners for amendments to design, raised at the Project Group meeting of 17<sup>th</sup> July 06, are now raising concerns.

#### Formal Agreement with DfT

- The formal agreement has now been received and a signed copy returned. Spending profile will now be submitted.

#### **Project Details**

##### **Haringey Heartland's, School Site Acquisition.**

Outstanding issues relating to overage, land title unregistered at Land Registry, the railway bridge, and access to playground will be resolved at a meeting on the 24<sup>th</sup> August. The BSF funding will not be available until the end of October, therefore exchange of contract will be November.

##### **Enabling sustainable housing development within the South Tottenham area, Markfield recreation ground.**

- Timescale:** The amber for timescale is because the deadline for our major funding bid to the Heritage Lottery Fund is in September so we will have to work quickly to complete all the tasks by this time.
- Risks:** The amber for risks is because there are quite a lot of risks associated with the project and they are as yet unresolved because we have only just started the project.

**Relocation of Hornsey Mortuary.** Planning restrictions due to the new site's location in metropolitan open land result in a risk in respect of planning approval for the new mortuary.

##### **Access and enable residential development in Tottenham Hale International, (GLS).**

The funding agreement will be with the Council, but the site is in private ownership. The Council may not be able to achieve the expenditure of the grant, because full delivery will always be dependent upon the actions of the landowner and their contractor. The delivery of this project is dependent on the land owner achieving a favourable decision on the planning application for the overall site.



## Regeneration Stream Board

### Haringey Heartlands Spine Road.

#### Issues:

- Agreement with National Grid is still outstanding. Despite high level meetings held with representatives of National Grid on 5<sup>th</sup> July 2006, and further discussion at the Project Group meeting on 17<sup>th</sup> July 2006, there is still no resolution to this. The only access licence we have at present is for visual surveys. Horizontal alignment has identified some land transfers / acquisitions from the school, Parks and National Rail. These need to be resolved to allow the contract specifications to be prepared.
- Access to their land has been restricted by National Grid, until formal licence has been approved. All details sent to them but this delay is halting the progress on the scheme, especially carrying out topographical (Land Surveys) for the vertical alignment design, and carrying out soil tests (bore holes) to identify the level of extent of contamination of the land.
- This in turn will delay the submission of the proposal for a Planning Application (to be done in Partnership with National Grid as joint owners of land). The original target date was September. It is recommended that the Planning Application is submitted at least 3 months before the committee date. Earliest date would now have to be in late October. As part of this application, there has to be a statutory consultation with the local residents/businesses on the details of the proposals.

## Regeneration Stream Board

### (6) COUNCIL OWNED LAND

#### PROJECT DESCRIPTION / OBJECTIVES

1. To resolve the future of key surplus, derelict or under used sites in Council ownership.
2. To secure economic, community and environmental benefits and where appropriate the long term future of protected historic buildings.
3. To support inward funding and investment.

**Original End Date:** N/A as phased programme of work

**Current End Date:** N/A as phased programme of work

**Project Budget:** £280k

**Forecast spend:** £280k  
**Spend to date:** £45k

#### MANAGEMENT SUMMARY

##### Progress/Issues

##### Tottenham Town Hall

**Status / Timescales:** A delay occurred because of the unsuitability of developers' initial proposals and the need to clarify issues in the original brief about commercial provision and affordable housing policy. These have been clarified and revised proposals have now been received with report to Executive scheduled for September. Work continues to identify alternative locations for CAB and Age Concern services currently operating from the Town Hall.

**Hornsey Town Hall** A Development Brief for the site is required before progress can be made with inviting proposals from development partners. Its production is currently scheduled for September 06. The Community Partnership Board continues to consider the potential mixed uses of the complex and the form of future management arrangements (e.g. a Trust). A report on the feasibility study is scheduled for CEMB on 22 August.

The **Hornsey Depot** site is zoned for mixed residential and food retail development, with progress subject to resolution of the Council's planning policy for the site. Further work is being undertaken on options for the (affordable) housing mix, valuation of the site, site usage and access. Alternative locations for existing site users are also being explored.

**725 – 731 Lordship Lane** Planning Appeal has now been determined allowing development to proceed. Subject to confirmation by proposed developer, timetable for disposal being drawn up.

**Project Sponsor:**  
Andrew Travers

**Project Manager:**  
Dinesh Kotecha

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
G	G	G	G	A	A	A

## Regeneration Stream Board

### (6) WARDS CORNER

#### PROJECT DESCRIPTION / OBJECTIVES

To develop Wards Corner. The developer is the Grainger Trust.

Original End Date: March 2009

Current End Date: April 2010

Project Budget: £TBC

Forecast spend: £TBC  
Spend to date: £TBC

#### MANAGEMENT SUMMARY

Wards Corner is recognised as a gateway location within the borough, situated at the apex of Seven Sisters and Tottenham High Roads. For decades it has been in a dilapidated condition. The proposal is to provide a new landmark mixed use development scheme which will include residential and retail units alongside improvements to the safety and design of the Seven Sisters underground and railway stations.

The proposed development at Wards Corner will compliment the Council's High Road Improvement Strategy and is important for the successful transformation of Tottenham High Road and its environs. The Bridge New Deal for Communities (NDC) initiative also places a high priority on the site's redevelopment. Haringey Council and the Bridge NDC are working together to support the regeneration of this area by seeking to provide a quality development which will improve the living, working and leisure environment.

Wards Corner is programmed for completion in 2010. This is subject to the timely resolution of planning and Compulsory Purchase Order (CPO) issues.

#### Timescale

The current target date to complete the Wards Corner feasibility study is October 2006 (revised from March 2005).

#### Budget and Resources

The overall rating is Amber. The current budget for land acquisition, including associated CPO costs is 13.5 million pounds. The total project budget is yet to be determined.

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
A	A	A	A	A	A	A

**Project Sponsor:**  
Justin Holliday

**Project Manager:**  
Fiona McLeod

## Regeneration Stream Board

### Issues

The overall rating is Amber. The issues for this project are:

- Achieving the land acquisition within the projected costs
- Scheme costs
- The basis for including Apex House Planning permission and CPO consent
- Unfavourable public/community/business response to proposals
- An improved transport interchange
- Parking

On current projections Grainger Trust will achieve 65% land acquisition on the Wards Corner site by September, moving from a position of minority to majority land ownership in one step by completing a large acquisition.

The scheme costs, planning considerations and other issues are being worked up on an ongoing basis.

### Risks

The overall rating is Amber . The risks to the Wards Corner development are:

- Planning
- CPO
- Rights of Light
- Development costs
- Mayoral support for the scheme

## SECTION 2 – CHILDREN AND YOUNG PEOPLE STREAM BOARD

Children & Young People Stream Board										
<div>(1) BUILDING SCHOOLS FOR THE FUTURE</div> <div>LEVEL 1 PROJECT</div>	PROJECT DESCRIPTION/OBJECTIVES									
	<p>The overall objective(s) for the BSF project in the London Borough of Haringey is to maximise the life chances of all young people, give parents choice of high quality schools where their children can learn with confidence and support schools to work at the heart of their communities</p> <p>In order to deliver the overall objectives, the implementation phase of the project has been designed to</p> <ul style="list-style-type: none"><li>• Deliver a Strategic Business Case (SBC) that describes the education vision for the London Borough of Haringey and details how education transformation is going to be delivered;</li><li>• Deliver an Outline Business Case (OBC) for the first and the second wave of schools to be delivered as part of the BSF programme;</li><li>• Prepare the London Borough of Haringey for the procurement of delivery partners which includes involvement of the existing PFI provider (SMIF) to 8 of the Borough’s secondary schools.</li><li>• Implement delivery of the BSF programme which includes building works to all secondary schools in the borough, as well as delivery of a new school.</li><li>• A major part of the programme in delivering a managed ICT service to all schools in the borough, which includes spending in excess of £20 million on this new service.</li></ul>									
	Original End Date: 2011 End date last month: 2011			Current End Date: 2011		Original Budget 2006/7: £34,007m Revised budget 2006/7: £24,304 (Total project budget to 2010/11: £177m)			Spend to date: £2.5m Forecast spend: £22,757m	
	Risks	Issues	Resources	Budget	Timeline	Status	Month Last	Month This		
A	A	G	G	G	A	A				
<div>Project Sponsor: Andrew Travers</div> <div>Project Manager: Iain MacDaonald</div>							<div>MANAGEMENT SUMMARY</div> <ul style="list-style-type: none"><li>• The OBC (Outline Business Case) has now been completed and submitted to PfS for onward transmission to DfES. There are a number of matters to resolve before the final approval process can commence. However, we are advised that final approval will not occur until negotiations with SMIF are complete on interface issues with the existing PFI project.</li><li>• A process designed to enable commercial agreement with SMIF has been agreed with SMIF and PfS</li><li>• The project is progressing into the delivery phase and resources are being organised accordingly. The JPMT and subgroups have now been established and are now meeting regularly</li><li>• An OJEU for contractors has been prepared. An alternative process involving the use of a PfS</li><li>• A Programme review workshop was held on 7<sup>th</sup> July. Further workshops are being arranged. A new milestones programme has been produced</li></ul>			

## Children & Young People Stream Board

### (1) BUILDING SCHOOLS FOR THE FUTURE CONT.

- The new school site at Heartlands is in the process of being procured. Solicitors have been instructed.
- ICT procurement is advancing and targeted for a procurement competition in late summer/early Autumn from the BECTA framework.
- The implementation of the Communications Strategy is on-going.
- Construction works for the new 6th Form remains on programme
- A shortlist of designers has been agreed and tender documents are due to be issued 4th August.
- A risk workshop is being arranged

#### **Status / Risk / Issues:**

- The Amber status for issues and risks highlight the key risk in agreeing the procurement process with SMIF and obtaining approval to the OBC, and the need to finalise the £10m LSC funding contract.

#### **Budget**

- The total budget for the project is £167m (excluding a further £10m for the 6<sup>th</sup> Form Centre). This remains on target. Detailed cash-flow will be provided once the overall project programme is confirmed, although projected year on year budgets have been established
- The 2006/07 BSF spend to date so far this year is within budget and is properly funded. We have confirmed funding available of £1m, made up of £0.5m from the Dedicated Schools Grant (Children's Service) and £0.5m 'pump priming' from the DfES via PfS. This will be spent on fees and expenditure incurred and will be capped at the £1m mark until the OBC is signed. Spend to date so far this year shows that this position is currently under control.
- As the OBC has not yet been agreed, the major funding source for the construction works has not been confirmed so the Council will not incur such costs until funding is formally approved. Having regard to the projected variance, when the OBC approval date and overall programme position and cash flow is clearer, a report will be brought forward to the Executive requesting a Revised Budget figure in line with projected expenditure.

## Children & Young People Stream Board

### (2) PRIMARY SCHOOLS CAPITAL PROJECTS

#### LEVEL 1 PROJECT

#### PROJECT DESCRIPTION/OBJECTIVES

- To deliver primary school expansion and new pupil places at:
  - Coldfall - expansion of primary school from 2 to 3 forms of entry
  - Tetherdown (Phase I – to increase pupil places from 210 to 420 by 2012-13)
  - Coleridge
- Tetherdown Phase II: To modernisation the school in accordance with asset management plan priorities
- Broadwater Farm TCF: Inclusion

**Original End Date:** Various dates against the programme of projects

**Current end date:** Various dates against the programme of projects

**Project Budget 06/07:** £7.450m  
**Revised budget 06/07:** £6.9m

**Spend to date:** £1.395m  
**Forecast spend:** £6.891m

#### MANAGEMENT SUMMARY

##### Overall programme

- Due to concerns about current programme and finances The Primary Schools Capital Projects will be subject to a separate report to CEMB in September / October advising on a revised three-year capital programme for the Children's Service. Updated cost plans will be presented to the project board as part of next months highlight report.

##### Coldfall Expansion

- Project is proceeding to planned programme
- The construction works are approximately 85% complete. Phase 2 works are expected to be completed a month ahead of schedule in November 2006.

##### Budget

- There are anticipated increases to construction costs for items not identified on drawings, items not sufficiently measured, items for unforeseen works and additional design fees. The construction cost increase was reported by the project cost consultant to the project core group on 25<sup>th</sup> July 2006. The increased cost for construction and design have yet to be agreed and are presently being investigated. The total estimated value of these projected variances (including additional design costs) is £450,000.

#### Coldfall

Risks	Issues	Resources	Budget	Timescale	Status	Month Last	Month This
A	A	G	R	G	R	R	R

**Project Sponsor:**  
Anne Bristow

**Project Manager:**  
Brendan Wells

## Children & Young People Stream Board

### (2) PRIMARY SCHOOLS CAPITAL PROJECTS CONT.

#### Tetherdown

Month This	Month Last	Status	Time sc ale	Budget	Resour ces	Issues	Risks
G	G	G	A	G	G	G	G

#### Tetherdown

- The contractor (Durkan) took possession of the site on 30<sup>th</sup> May 2006. The contract is due for completion in October 2007 (70-weeks).
- The contract was executed on 15<sup>th</sup> June 2006.
- Programmes and method statements for higher risk activity such as piling are due from the contractor.
- Site works are progressing well, slightly ahead of programme.
- A Piling rig removed from site on 21<sup>st</sup> July 2006 have completed installation of piling on time.
- The access road off Woodside Avenue has been surfaced in concrete. The access to the Treehouse's site is complete.
- Instructions have been issued to Architect (25.5.06) develop the Phase 2 design.
- A Newsletter has been issued to parents and pupils. It is intended to issue subsequent Newsletters every two months throughout the duration of the project.
- An Option Appraisal is being developed for the post September 2007 accommodation issue. Ian Bailey met with Governors on 20<sup>th</sup> July 2006 to agree way forward. This is likely to involve a phased admission of the 2007 cohort.
- Traffic Management Plan required from contractor due to high levels of lorry movement on Woodside Avenue and car parking on adjacent streets
- **Budget:** Phase I works are approx £150k above pre-tender estimate. The Phase II works have not yet been designed but will need to reduce in scale to stay within overall budget.



## Children & Young People Stream Board

### (2) PRIMARY SCHOOLS CAPITAL PROJECTS CONT.

#### Coleridge

Risks	Issues	Resources	Budget	Timeline	Status Last Month	Status This Month
R	R	G	G	A	A	A

#### Coleridge – Amber and Red Traffic Lights

- Planning Conservation Officer and Development Planner advised that due to being in a conservation area, they would not support complete demolition, that any demolition proposal would have to be justified in planning terms, and that the Victorian house must be retained. (This scale of adaptation has increased costs). Lennon Planning report has been amended but will not be changed to reflect the Planning Conservation Officers view on the merit of the TUC building and the Victorian House.
- Design is under review with Haringey with regard to school requirements against BB99. Haringey have met with the school and have agreed a list of additional items. These reflect the nature of the project: conversion of an existing building The School and Governors have requested a letter from Haringey confirming items to be undertaken in 2009/10. Programme revisions to be incorporated and will be available for next month.
- The whole programme is under review at the moment so the overall implementation date of January 2007 cannot be confirmed.
- Budget increase of £500k proposed taking overall cost to £6.0m for inclusion of additional final stage works. This would increase work programme to 2009-10. A report will be placed with Executive in October with any recommendation for a budget increase.
- A revised “post” Stage C cost report is in preparation, due 14 August and Stage D design has commenced.
- Project Manager is reviewing design options for accommodation within the Victorian House with Architect and is awaiting a response from Carol Mackinon regarding possible extended school uses for other additional capacity.
- Additional areas are available to use which exceed the DfES Design Guide due to reusing existing buildings. There is a need to agree additional area capacity within existing TUC building and Victorian house to determine whether it should be for school use or alternative: Project Manager is reviewing design options for accommodation within the Victorian House with Architect and is awaiting a response from Carol Mackinon regarding possibility to extend school uses for other additional capacity.
- Need to review impact of:
  - Transport Assessment, impact, recommended actions, and consultation
  - Form of procurement (New Haringey Framework / mini competition) and impact on programme
  - Need to engage with contractor early in programme
  - Planning Application and Conservation Area requirements
- School and Governors wish Transport Assessment to be reviewed for inconsistencies (pick up and drop of areas/numbers). SDG have been requested to change the report.

## Children & Young People Stream Board

### (2) PRIMARY SCHOOLS CAPITAL PROJECTS CONT.

#### Broadwater

Risks	Issues	Resources	Budget	Time scale	Status Last Month	This Month
A	A	G	G	R	R	R

#### Broadwater Farm

- Preliminary proposals for Primary SEN (special education needs) development discussed with SEN Strategy Manager and the three Head teachers.

#### Timescale

- The Broadwater Farm project has been delayed by the decision to phase both Targeted Capital Fund projects with the secondary scheme at White Hart Lane. The White Hart Lane scheme has been now subsumed into the Building Schools for the Future plan for the whole White Hart Lane campus.

#### Budget:

- Budget sufficient to re-provide Primary SEN facilities and shared new entrance, kitchen, dining and resource area only, with some modernisation to BWF Primary (toilets etc).
- Programme under review regarding contract options, EU requirements, consultation and Haringey procurement approval process.
- Budget for the year was estimated in Oct 05-06. To date there is no sketch design to base accurate costs on however project progress is slipping and projected expenditure is estimated at a reduced amount (£500k), mainly fees only in the current year. There will be no main contractor works during the current financial year.

#### Issues:

- Need to seek Heads and Governors agreement before requesting Council permission to undertake Statutory Consultation
- Current proposal achievable in timescale providing Consultation starts now. The accommodation provided would provide for very flexible resource areas for whole school use
- Project proposals incorporate BWF Children's Centre and anticipate shared community use of MUGA (Multiple Use Games Area) once secondary element relocates to WHL and the two special school buildings have been demolished
- Whilst footprint for final school could be contained allowing small area of land to be sold for receipt, land in this area would only be of interest to affordable housing providers and would not bring a satisfactory receipt, (probably less than £500k), nor is it a questionable policy to provide homes for further low and fixed income household on Broadwater Farm estate. However, good external sport facilities with shared use (school and community) are very desirable in this area.

## Children & Young People Stream Board

### (3) CHILDREN'S CENTRES: PHASE II APPROVAL STAGE

#### LEVEL 1 PROJECT

**NB.** This project will form part of the Children's Network Project in future reports

#### PROJECT DESCRIPTION/OBJECTIVES

One of the key strategies for delivering integrated early childhood services will be through the development and delivery of children's centre services. Integrated early childhood services (known as the 'core offer') must include early years provision (integrated childcare and early education), family support services, relevant health services, services provided by Jobcentre Plus to assist parents to obtain work and information services. Key aims are:

- 18 Children's Centres in place by March 2008 (Sure Start Unit may 'offer' additional centres) and delivering the full 'core offer'
- 14,759 children 'reached' by children's centres by March 2008
- Sufficiency of high quality childcare for young children in children's centre service areas by March 2009
- Effective early intervention in place as evidenced through effective use of CAF, reach of services, evaluation of specific areas of work, foundation stage profile

Original End Date: Dec-2006

Current end date: Dec-2006

Original Budget: £5.181m

Spend to date: Not stated

End date last month: Dec-2006

Revised Budget: £7.748m

Forecast spend: Not stated

#### MANAGEMENT SUMMARY

**Due to annual leave no highlight report has been provided this month. Information provided in last month's report is included as it remains relevant.**

#### Timescale

The Sure Start Unit timescale for the approval of Phase II capital programmes is for all projects to be at RIBA Stage D (detailed design) by December 2006, with full service delivery/implementation plans in place on the Sure Start website.

Visits and suitability assessments have been undertaken with all (24) organisations who expressed an interest in being part of the second phase of development. A report (attached) has been agreed with the Lead Member Children's Service and the Children's Centre Strategy Group. A procurement strategy for Phase II Centres is being developed with Corporate Procurement Group and Property and Contracts.

**Project Sponsor:**  
Dr Ita O'Donovan

**Project Manager:**  
Robert Singh  
Dwynwen Stepien

Risks	Issues	Resources	Budget	Timescale	Status	Last Month	This Month
N	N	N	N	N	N	N	N

## Children & Young People Stream Board

### (3) CHILDREN'S CENTRES CONT.

Due to the high number of 'expressions of interest' the development of strategic briefs for each individual project has been more time consuming than originally estimated. The interest from schools is very heartening and bodes well for the development of extended schools, however it has led to more consultation and meetings than originally envisaged! To allow time to develop the feasibility studies means that the report to Executive needs to be put back to 14<sup>th</sup> November.

#### **Budget**

The following funding has been allocated to Haringey by the Sure Start Unit. The slippage and retention fees of £1,723,006 are for previously approved phase 2 projects and therefore approval to spend has been received. However for the phase 2 projects 'approval' to spend is made on a project by project basis with WS Atkins providing value for money assessments as part of the approval process.

	<b>Capital funding</b>	<b>Slippage/retention fees</b>	<b>Additional funding</b>
2006-07	£2,698,017	£1,723,006	£843,591
2007-08	£2,483,512		
<b>Original funding</b>		<b>Total funding now available for 06-08</b>	
£5,181,529		£7,748,126	

In Phase I Haringey was set a target of developing 505 new childcare places. This target was very challenging and has required working across 19 different childcare providers to develop 434 centre based places as well as developing 122 childminding places. The majority of centre based places have been developed by the voluntary and private sector, thus spreading the liability of future revenue implications. The risk of not achieving this childcare target was the loss of £5,000 capital per childcare place. In Phase II there is no target for childcare places, however each centre must have childcare (8am to 6pm for 48 weeks) in place for 2-5 year olds. As part of Phase II planning we will be commissioning childcare for each centre from a range of potential providers including the voluntary, private as well as maintained sector.

## Children & Young People Stream Board

### (3) CHILDREN'S CENTRES CONT.

With ten centres designated by March 2008 (one of the first in London to have all centres designated) Haringey was awarded £5,181k for Phase II development for a further 8 Centres (confirmed by Sure Start Unit 13.2.06). We have since been awarded additional funding of £843k for a Centre at Earlsmead Primary School and were successful in our application to carry forward £1.7m for slippage & retention from Phase I. In Phase I there were two projects (Stroud Green and Stonecroft) whose original plans did not meet value for money criteria. These projects would not normally have been prioritised except for the decision to link these centres with the continued work of Red Gables. Unfortunately the complexity of developing these centres caused delivery delays which led to the need to draw down part of their funding from Phase II. There were also a few projects with unavoidable delays (e.g. squatter).

The total draw down from Phase II was £664k. At the latest stage in the construction of Broadwater Farm Children's Centre additional funding was required to ensure the standard of fittings matched the high design specification (£124K was supported from the Sure Start Unit from Phase II funding). This leaves £2.8m for Phase II development in 06-07.

Through the suitability assessments for the new Centres, an estimate has been made on the costs for each proposed Centre for the phase II development (indicated in the annex). As the majority of the work is based on the refurbishment of available accommodation we anticipate much lower costs than Phase I; early indications are that the target of 8 new Centres can be accommodated within the funding envelope. We will be using revenue for all early feasibility studies (RIBA stage A & B) as set out in the SSU Capital Approval Guidance, which will reduce the pressure on the capital budget. (The final stage of the feasibility studies will be funded initially by revenue but recharged to capital when each project is approved – thus reducing the liability on the council for the developmental phase.)

Nationally Local Authorities have expressed concerns to the Sure Start Unit about the risk attached to achieving target spend against the funding profile and the inflexibility of the capital programme. The Unit is now setting up meetings with each LA to assess their build programme and discuss profiled spend. Haringey has been assessed as a high achieving authority for Children's Centres and this is likely to have a bearing on the level of flexibility we will be offered.

## Children & Young People Stream Board

### (3) CHILDREN'S CENTRES CONT.

#### Resources

Capacity to develop the Phase II projects, at the same time continuing the development of Phase I (a number are at early stages of development) puts some pressure on the Children's Centre Central Team, a review of the team's capacity is being undertaken. The review will aim to ensure that Centres receive the required support they need to meet the Children's Centre core offer and to prepare the Early Childhood Service for meeting the new targets which the DFES will be setting for early childhood services.

In addition to this interviews are being held on 17<sup>th</sup> July for a Senior Project Manager (Children's Centre & Extended Schools) to provide additional support in the Property and Contracts Team to oversee the development of Phase II up until April 2008.

#### Issues

The proposed centres and satellites being developed for Executive approval in the autumn provide extensive coverage of the borough. One ward in the South Network does not have its own centre (Bruce Grove) as there is no available accommodation but will be served by neighbouring centres. Two wards in the West (Alexandra and Fortis Green) will not have a centre in Phase II, this gap will be addressed by linking in with neighbouring Children's Centres e.g. Barnet has a Phase II Centre within walking distance of Coldfall Primary School. The Phase II coverage will put Haringey in a strong position to reach universal coverage by 2010.

#### Risks

In summary, there are currently two main concerns. Firstly whether there is sufficient capital to develop all 8 new centres. The suitability assessments suggest that this should be achievable and will now be tested through feasibility studies. The second risk relates to the spend profile against funding profile – and concerns whether we can achieve sufficient spend this year. This will be addressed in negotiations with the Sure Start Unit and fed back to the Board Stream.

## Children & Young People Stream Board

### (4) YOUTH SERVICE IMPROVEMENT PROJECT

#### PROJECT DESCRIPTION/OBJECTIVES

- Develop an 'excellent' and accessible Youth Service

Original End Date: TBC  
End date last month: TBC

Actual End Date: TBC

Original Budget: £N/A

Spend to date: £N/A  
Forecast Spend: £N/A

#### MANAGEMENT SUMMARY

##### Amber traffic lights

- An action plan and response to the findings of the Joint Area Review (JAR) Inspection is currently being drafted by the new Head of Youth Service. This will be reported to Management Board in September. Until the action plan and timescales have been agreed the traffic lights remain at amber status.

##### Details

- The Head of Service Belinda Evans started in her new position on 3<sup>rd</sup> July 2006. The Media and Performing Arts worker, Faith Williams started in her position on 17<sup>th</sup> July and the Training, Curriculum and Quality Assurance Manager, Seema Chandwani, will be taking up post on 1<sup>st</sup> August 2006. The position of Participation Worker will be appointed to in August. This will complete the recruitment process of all full time posts.
- Belinda Evans and Ayten Kiani have met with Part Time staff as part of the consultation process for the reorganisation. As a result of the meeting the deadline for declaring an interest has been extended to the end of the month to give all staff an equal chance of applying for a post of their choosing.
- Implementation of the scheme for recording the learning outcomes of young people is continuing across the service. The process is being monitored and evaluated by all managers and is seen as pivotal to developing the focus of the Youth Service to better meet the requirements of the Youth Matters Green Paper. This process will be enhanced with the start of the Training, Curriculum and Quality Assurance Manager.
- The new arrangements of data sharing between schools, the Local Authority and Prospects continue to operate and are proving a useful improvement to our information base

**Project Sponsor:**  
Janette Karklins

**Project Manager:**  
Ayten Kiani

Risks	Issues	Resources	Budget	Timescale	Status	Month Last	Month This
A	A	A	A	A	A	A	A

## Children & Young People Stream Board

- Youth Service Detached Team, NDC, YMCA and Connexions are planning the use of mobile units during the summer period and have put systems in place for sharing information. Protocol on the operation of these vehicles will be finalised in August 2006.
- The discussions for the proposed Information, Advice and Guidance facility at Wood Green are continuing and a meeting between all partners is scheduled for the first week in August.
- A familiarisation session took place at Bruce Grove on 19th July where over 40 young people turned up to see what facilities the Centre has on offer. Some activities will be taking place during the summer at Bruce Grove with the full programme in place in September 06.
- Draft report from the Enhanced Youth Inspection received end of July 2006.



## SECTION 3 – WELL BEING STREAM BOARD

Well Being Stream Board									
<div>(1) E-CARE</div>							PROJECT DESCRIPTION/OBJECTIVES		
							<div><ul style="list-style-type: none"><li>Implementation of Framework-I (FW-I), a web-based social care workflow case management system in July 2005 to replace CI system</li><li>Ensure that reliable operational and managerial information is produced for Council and Statutory reporting requirements.</li><li>Have a consistent use of best practice across Social &amp; Children’s Services and enable the quality of social work practices to improve.</li><li>Facilitate ‘joint working’ by providing staff from external health agencies to access case information within Framework securely.</li></ul></div>		
							End Date: Phase 1 closed in April 2006. Phase 2 feasibility study in progress.		Phase 2 Project Budget: £1,461,000
Month	Month Status	Last Status	Time scale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY	
A	A	A	A	A	A	A	A	<div>Phase 1</div> <div><ul style="list-style-type: none"><li>The project team continue to be involved with resolution of operational issues and business support work. .</li><li>Some issues were identified in systems testing with the new version of Framework-I (version 2.4.8.). These issues in the main have been resolved, and the project team are now planning to deploy the new version of FWI to all staff by mid-august.</li></ul></div> <div>Issues</div> <div><ul style="list-style-type: none"><li>Work is continuing with Corelogic to address the issues identified with the latest set of Integrated Children’s System (ICS) exemplars. Some business issues have also been identified with consistency in the current use of the ICS forms by some staff groups. These business issues have been raised with the AD for Children’s Services for clarification on how these issues will be addressed.</li></ul></div>	
<div>Project Sponsor: Catherine Galvin</div> <div>Project Manager: Andrew Rostom</div>									

## Well Being Stream Board

### (1) E-CARE CONT.

- A detailed report was provided to the Children's AD in July outlining specific business issues, and the implications of these to the service.

#### Phase 2

- A meeting took place on 17/07 with the Assistant Chief Executive to review the options identified for the potential implementation of the Framework i Finance modules. One of these options was approved and work has now commenced to initiate Phase 2 formally. In view of the preparatory work undertaken to date as part of the feasibility study, approval was given for a PID to be developed and this will be presented to the August project board for review and approval.

#### Issues

- During formal closure of Phase 1 it was agreed that the implementation of the new Homecare 'rostering' system (Staffplan), would be considered as part of Phase 2. Requirements have now been received from the business that infers implementation is required much sooner. This will be discussed at the August project board as it could potentially impact on the initiation of Phase 2.

## Well Being Stream Board

### (2) COMMUNITY CARE STRATEGY IMPLEMENTATION

#### PROJECT DESCRIPTION/OBJECTIVES

- To close and demolish Osborne Grove long-term residential care home for older people and to design and build a 32 bed respite care home for older people.
- To refurbish 3 long-term residential care homes to a high standard.
- To explore options for 2 out of borough long term residential care homes.

Original End Date: May-07  
End date last month: May-07

Current End Date: May-07

Project Budget: £5.65m

Spend to date: £1.899m  
Forecast spend: £5.65m

#### Osborne Grove

Month This	Month Status	Last Status	Time ale	Budget	Resour ces	Issues	Risks
G	G	G	G	G	G	G	G

#### MANAGEMENT SUMMARY

##### Osborne Grove (New Build 32 Bed Respite Care Home)

- The third contractor site meeting was held on the 26<sup>th</sup> July 2006. The contractor is currently reporting three weeks delay, however the overall programme is on target for the 25<sup>th</sup> March 2007.

##### The Red House (refurbishment)

- Doubt surrounding the likelihood of the contractor to meet committed dates has been addressed with the contractor. Haringey's Construction Procurement and Project Manager met with the contractor's Director. It was stated that the original completion date of 11<sup>th</sup> August would not be met and that every endeavour would be focused to complete on the 25<sup>th</sup> August 2006.
- The programme to meet this later date has been scrutinised and it is considered by the design team that it is over optimistic considering labour levels and the sequencing of work on site. The design team believe that contract completion will not be achieved until the 22<sup>nd</sup> September. This is a month behind programme.

**Project Sponsor:**  
Mary Hennigan

**Project Manager:**  
David Bray

## Well Being Stream Board

### (2) COMMUNITY CARE STRATEGY IMPLEMENTATION CONT.

#### The Red House

Risks	Issues	Resources	Budget	Timescale	Status Last Month	This Month
A	R	A	G	R	G	R

#### Cooperscroft

Risks	Issues	Resources	Budget	Timescale	Status Last Month	This Month
G	G	G	G	A	G	G

### Cooperscroft (TUPE)

#### Timescales:

- An attempt to complete TUPE on 1<sup>st</sup> August 2006 has been delayed due to some late questions raised by the purchasers, Rockley Dene. Their concerns related to the cost of staffing Cooperscroft with TUPE eligible employees and the pay rights of new staff that are employed on a permanent contract by Rockley Dene after TUPE completes.
- The TUPE transfer will now be 31<sup>st</sup> August 2006. Therefore the overall completion date for Cooperscroft will be delayed from August to September.

## SECTION 4 – BETTER HARINGEY STREAM BOARD

Better Haringey Stream Board												
(1) BETTER HARINGEY ESTATES IMPROVEMENT PROGRAMME		PROJECT DESCRIPTION/OBJECTIVES										
		<ul style="list-style-type: none"><li>To create a 4-8 year Estates Environment Improvement Strategy and Action Plan.</li><li>To engage other Housing providers in the development and delivery of the Strategy.</li><li>To establish and deliver the £880k 2006/7 BHEIP programme.</li></ul>										
		Original End Date: May 07 End date last month: see current		Current End Date: May 2007 – for publication of 4-8 year strategy and associated action plan(s)			Project Budget: £1.18 million (2006-07)		Spend to date: £109k Forecast spend: £1.18m			
Month	Status	Last	Time scale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY				
A	A	G	G	A	A	G						
<div>Project Sponsor: Steve Clarke</div> <div>Project Manager: John Morris</div>								Resources & Issues				
								Need to resolve project management and funding detail, and appoint Project Officer support, to progress longer term strategic planning strand of work.				

Page 5/

## Better Haringey Stream Board

### (2) COMMUNICATIONS & EVENTS

#### PROJECT DESCRIPTION/OBJECTIVES

- To support the Better Haringey work programme for 2006-07 with a high profile media campaign, promoting improvements to the natural and built environment to staff, local residents, businesses and visitors including hard to reach groups;
- encourage uptake of environmental services through targeted information and education
- consolidate the excellent brand recognition continually develop the Better Haringey web pages and to develop a resource on Harinet for Council staff;
- collect resident satisfaction data on a regular basis to gain an understanding of the impact of the Better Haringey campaign
- further develop and promote the walking trail across the borough; and
- to produce a map and guide for the trail that is universally available.

**Original End Date:** See current  
**End date last month:** see current

**Current End Date:**  
Media & Comms: March 2007  
BH Trail: October 2007  
BH Survey: September 2006 (wave 5 )

**Project Budget:**  
Media & Comms: £128k  
BH Trail: £15k  
BH Survey: £3k

**Spend to date:**  
Media & Comms: : £29.5k  
BH Trail: £11.2k  
BH Survey: : £2.5k  
**Forecast spend:**  
In line with budget

#### MANAGEMENT SUMMARY

##### Media Campaign 2006-07

- The PID was agreed in principle, subject to consideration being given to other projects within the programme that had key communications strands.
- The 'Enjoy Your Parks' outdoor advertising campaign was extended into August and September to ensure coverage and celebrate our 7 award winning parks, whilst creative work was commissioned to prepare ideas for the next major campaign in October and November, which will focus on litter enforcement.
- Detailed proposals for the litter enforcement campaign, together with an outline for the rest of the year (based on the PID) will be presented to the Member Working Group on 6 September.
- Close working with the Corporate Communications Unit has commenced, with the introduction of a monthly Better Haringey communications planning meeting, to ensure effective press, publicity, print and design across the whole programme.

**Project Sponsor:**  
Joanna David

**Project Managers:**  
Jon Clubb  
Deborah Hogan

Risks	Issues	Resources	Budget	Timescale	Status	Last Month	This Month
G	G	G	G	G	G	G	G

## Better Haringey Stream Board

### (2) COMMUNICATIONS & EVENTS

#### Better Haringey Trail

- Project is progressing to plan, with good progress made on print and design, and promotional editorial and advert in Haringey People. Residents and staff are now registering to participate in the trail.
- An audit has been conducted of the route, to identify graffiti, rubbish and dog fouling hotspots – these will be targeted for extra cleansing closer to the date of the event.
- The chosen sponsor charity is the Mayor's Charity – "Buildings for Babies" (the new baby unit at the Whittington Hospital).
- Articles have been written for Homes Zone, Haringey People and Smart Talk.
- Some sponsorship money is coming from the Good Going Campaign managed by the Transport Planning team in PEPP.

#### Better Haringey Survey 'Wave 5'

- Questions for the next wave of the Better Haringey survey were signed off following detailed consultation with Members and colleagues in key services. Fieldwork commenced on 31 July, as planned, with interviewers moving to a variety of locations within the borough including Customer Service Centres and on the street.
- Fieldwork will be extended by a few days to ensure we have a good sample of data, which will be followed by data entry and analysis to prepare a full report for the Better Haringey Member Working Group on 6 September. The Stream Board will receive this paper at their September meeting.

## Better Haringey Stream Board

### (3) ENVIRONMENTAL CLEANLINESS & ENFORCEMENT

#### PROJECT DESCRIPTION/OBJECTIVES

- To undertake a high profile programme of clean up activities targeting borough 'grot spots';
- Encourage resident involvement in community clear up and improvement activities;
- Identify all major 'eyesores' that have a negative impact on the local amenity and the environment
- Provide at least one free collection of bulky waste per year to all eligible households; and
- Move from unsatisfactory standards to satisfactory standards for the performance indicator for litter and detritus (BVPI199a),

#### Original End Date:

Clean Sweep: August 07  
Eyesores Programme: 31 March 08  
Community Clear Ups: 25 March 07  
Mobile Clean Teams: 31 March 07

#### End date last month:

As above

#### Current End Date:

Clean Sweep: August 07  
Eyesores Programme: 30 Sept 08  
Community Clear Ups: 25 March 07  
Mobile Clean Teams: 31 March 07

#### Project Budget:

Clean Sweep: £25k  
Eyesores Programme: £62k (2006-07)  
Community Clear Ups: £192k  
Mobile Clean Teams: £200k

#### Spend to date:

Clean Sweep: nil  
Eyesores Programme: £22k (2006-07)  
Community Clear Ups: £45.7k  
Mobile Clean Teams: £13.3k

#### Forecast spend:

In line with budget

#### MANAGEMENT SUMMARY

##### Clean Sweep

- A special planning meeting took place to identify targeted activities to be undertaken within Northumberland Park and White Hart Lane over the course of the 2 days.
- Participating services include: Better Haringey team, Waste Management, Enforcement, Recycling, Youth Offending team, Safer Communities, Housing and Recreation Services. In addition, the Safer Neighbourhood Police team will also be involved.
- The clean up activities are planned to take place on Friday 22 and Saturday 23 September.
- Activities are to be confirmed, but will range from clear ups and enforcement of fly-tipping and dog fouling, community-led litter picks, enforcement on industrial estates, community clear ups (e.g. skips), visual audits conducted by school groups, clear-ups conducted through the Community Pay-Back scheme and a youth reparation project at a local community centre.

#### Project Sponsor:

Joanna David

#### Project Managers:

Deborah Hogan / Rob  
Curtis / Zoe Robertson  
Emma Smyth

Risks	Issues	Resources	Budget	Timescale	Status	Last Month	This Month
G	G	G	G	G	G	G	G



## Better Haringey Stream Board

### Eyesores Programme

- To date phase one of the project has been completed with five identified issues that were flagged by Members resolved and the positive outcomes of the Heavy Enforcement Team's work reported back to members.
- Phase Two – 17 Network Rail sites have been identified as public eyesores. They have been individually assessed and work has begun on them. A work programme showing progress per location will be tabled at the stream board.
- Change of end date to Sept 2008 reflects addition of a customer satisfaction pilot on initial sites.

### Community Clear Ups

- Project on schedule, with 10 Community Clear Ups completed in July, covering 10,113 households, within Highgate, Hornsey and Muswell Hill wards.

### Mobile Clean Up Teams & Street Cleaning

- Project is on schedule, with two Clean Teams commencing work on 17<sup>th</sup> July 2006.
- Programme of works has been established.

## Better Haringey Stream Board

### (4) IMPROVING GREEN & OPEN SPACES

#### PROJECT DESCRIPTION/OBJECTIVES

- To raise the standard and profile of parks and open spaces in line with the 8 green flag objectives;
- improve quality, safety and general environment of Haringey's open spaces and allotments;
- deliver programme of tree planting, Haringey in Bloom and small grant funding;
- install a new playground in Chestnuts Park;
- meet cleanliness index targets and improve low ENCAMS scores,
- deliver a series of site specific improvement works with 'Groundwork';
- complete a review of resources and functions associated with Haringey's Park Management; and
- address condition surveys of sports and leisure facilities.

#### Original End Date:

Open Spaces Improvement: February 2007  
Sports & Leisure: March 2007  
Chestnuts Park: October 2007  
Parks & Open Spaces Hygiene: Ongoing  
Groundwork Stage 2 pilot: June 2007  
Parkforce: August 2007

#### End date last month:

Open Spaces Improvement: February 2007  
Sports & Leisure: March 2007  
Chestnuts Park: October 2007  
Parks & Open Spaces Hygiene: Ongoing  
Groundwork Stage 2 pilot: June 2007  
Parkforce: August 2007

#### Current End Date:

Open Spaces Improvement: February 2007  
Sports & Leisure: March 2007  
Chestnuts Park: October 2007  
Parks & Open Spaces Hygiene: Ongoing  
Groundwork Stage 2 pilot: June 2007  
Parkforce: September 2007

#### Project Budget:

Open Spaces Improvement: £385k  
Sports & Leisure: £594k  
Chestnuts Park: £372k  
Parks & Open Spaces Hygiene: £326k  
Groundwork Stage 2 pilot: £127k (exclusive of works)  
Parkforce: within existing mainstream budgets

#### Spend to date:

Open Spaces Improvement: nil  
Sports & Leisure: £112k  
Chestnuts Park: nil  
Parks & Open Spaces Hygiene: £106k  
Groundwork Stage 2 pilot: nil (exclusive of works)  
Parkforce: within existing mainstream budgets  
**Forecast spend:**  
Open Spaces Improvement: £385k  
Sports & Leisure: £594k  
Chestnuts Park: £372k  
Parks & Open Spaces Hygiene: £326k  
Groundwork Stage 2 pilot: £127k (exclusive of works)  
Parkforce: within existing mainstream budgets

## Better Haringey Stream Board

### (4) IMPROVING GREEN & OPEN SPACES CONT.

Risks	Issues	Resources	Budget	Timescale	Status	Month Last	Month This
A	A	G	G	G	A	A	A

**Project Sponsor:**  
John Morris

**Project Managers:**  
Don Lawson  
Andy Briggs  
Paul Ely

### MANAGEMENT SUMMARY

#### Open Spaces Improvement Programme

- Summary and evaluation of PIP programme and Green Flag works (05-06) is almost complete. All incomplete works will be transferred and evaluated for inclusion in the new programme of activity for 06-07.
- Bounds Green Road / Civic Gardens Landscaping major remaining items carried over into 2006/7 programme.
- In Bloom judging completed. LiB Awards ceremony to take place on Fri 8 Sep. HiB Awards ceremony to take place on Wed 13 Sept 6.00pm – 7.30pm.
- Meetings have been carried out with Area Managers to determine priority sites for improvements under the Open Spaces Improvement Programme.
- Allotments condition survey has been approved for distribution amongst Parks Area Managers. Surveys will take place Aug/Sep to ascertain necessary works on site.

#### Sport & Leisure Services – Strategic Renewals

- **Issues** - This project commenced in April, but to date has been overshadowed by the issues arising from the completion of the year 1 developments. These issues have now been escalated along with pushing to settle the final account for year 1, for which a carry over of £174k has been agreed. This month we saw the final payment for the Planning Supervisors Gardner & Therbold.
- **Risks** - Projected Budget is £594k across the three centres inclusive of carry over £174k, all subject to good/strong performance in terms of income from the year 1 developments; this ultimately determines levels of borrowing.

## Better Haringey Stream Board

### (4) IMPROVING GREEN & OPEN SPACES CONT.

#### Chestnuts Park Play Improvement Project

- **Budget & Resources** - The business plan is currently being rewritten to contain more relevant sources of funding that could be accessed for Chestnuts. The spending profile for the project is anticipated to be – NDC £110,000, Recreation Services £122,000, Big Lottery Fund £120,000, London Marathon Trust £20,000.
- **Risks** – Work will continue with the NDC and friends group over the next period to secure funds for the park.

#### Parks & Open Spaces Hygiene

- NRF monies have been confirmed and entered into Hygiene Team budget code.
- Hygiene Team operating at full capacity including Agency and Permanent staff levels.
- Cleanliness Index exceeding target score of 80.

#### Groundwork Stage 2 Pilot Programme

- This Programme Project has 2 strands of work focusing upon specific sites renewal and preparation of longer term Groundwork Business Case, developed through the existing Groundwork Steering Group.
- **Timescale / Issues** - Procurement 'waiver' approved, Business Case preparation timetable/ action plan established, and individual project initiation process under preparation.

#### 'Parkforce' Resource Review

- Draft PID tabled at Haringey Parks Friends Forum. Feedback incorporated into PID and waiting sign off.
- **Timescale** - Research into identifying significant parks yet to be finalised, meeting to agree significant parks deferred due to unforeseen constraints. Pilot scheme to be launched in Sept '07.
- Recruitment of Outreach Officers underway with one officer out of three in post in July 2006.

## Better Haringey Stream Board

### (5) SUSTAINABILITY

#### PROJECT DESCRIPTION/OBJECTIVES

- To develop a climate change action plan for Haringey;
- monitor energy use and carbon reductions;
- develop and implement practical projects to mitigate against and adapt to climate change;
- meet targets for recycling rates (22%), waste collection per head (340kg), households served by kerbside collection of two recyclables (100%), kerbside recycling participation (70%), schools recycling (100%), re-use and recycling centres diverting 50% of waste from landfill, and improved Council office recycling infrastructure; and
- to inform residents about waste minimisation and recycling schemes available, in order to increase take-up of services.

#### Original End Date:

Climate Change: Autumn / Winter 2007 (adopt strategy)  
New Recycling Projects: 31 March 2007  
Communication, Participation & Engagement: 31 March 2007

#### Current End Date:

Climate Change: Autumn / Winter 2007 (adopt strategy)  
New Recycling Projects: 31 March 2007  
Communication, Participation & Engagement: 31 March 2007

#### Project Budget:

Climate Change: £535k  
New Recycling Projects: £100k  
Communication, Participation & Engagement: £50k

#### Spend to date:

Climate Change: not stated  
New Recycling Projects: £38.5k  
Communication, Participation & Engagement: £3.6k  
**Forecast spend:**  
All in line with budget.

#### MANAGEMENT SUMMARY

##### Climate Change Action Plan & Projects

- Climate change audit has been finalised and the report to CEMB was approved. This included possible future actions, project management arrangements and formation of a climate change officers group.
- For setting targets, vision, and future project development, we are in process of commissioning external expertise.
- Climate change audit and future actions are discussed with Community groups (CEF) in 7<sup>th</sup> August, and will be discussed with the Better Haringey members in September, to ensure that climate change project responds to BH "green borough" priorities.
- 7<sup>th</sup> of November has been set aside for an officers/ members meeting with at least one external speaker (Woking borough Council) confirmed.
- Preparations for projects to be implemented this year are progressing well. For instance the "schools climate change and built environment project" is currently being developed. Schools energy audit is expected to start in November 06. Sustainable Design and Construction Guidelines work will start in September. Front Gardens advisory leaflet will be published in February 2006.

**Project Sponsor:**  
Steve McDonnell

**Project Managers:**  
Sule Nisancioglu  
Zoe Robertson

Risks	Issues	Resources	Budget	Timescale	Status	Last Month	This Month
G	G	G	G	G	G	G	G

## Better Haringey Stream Board

### New Recycling Projects

- Project is progressing to plan, with 3 Recycling Officers in post. Budget is £100k in 2006-7 with £38.5k having been spent to date

### Communication, Participation & Engagement (Recycling)

- Project is progressing to plan - promotional materials and new service leaflets are being designed – Community Clear Ups and Hornsey Reuse & Recycling Centre leaflets are in design, plus adverts for these services and the Real Nappy campaign.
-

## SECTION 5 – HOUSING STREAM BOARD

### Housing Improvement Partnership Board

(1) REPAIRS PROCUREMENT							PROJECT DESCRIPTION/OBJECTIVES				
							<ul style="list-style-type: none"><li>To achieve the procurement of a value for money responsive repairs and maintenance service for Haringey's tenants and leaseholders.</li><li>Test the R+M market in order to identify providers of the service best able to deliver a fit for purpose solution for both the council and its housing clients.</li><li>High level objectives for this project are to:<ul style="list-style-type: none"><li>establish and confirm resources to oversee development of service specification, appointment of external resources and the procurement process</li><li>develop and implement a housing repairs procurement strategy that adopts modern procurement practices that aim to secure value for money and efficiencies.</li></ul></li></ul>				
							Original End Date: Apr-07 End date last month: Apr-07		Current End Date: Apr-07		Project Budget: £100,000
Month This	Month Last	Status	Timesc ale	Budget	Resour ces	Issues	Risks	MANAGEMENT SUMMARY			
G	G	R	G	G	G	G	A	<b>Summary and Status</b> <ul style="list-style-type: none"><li>The overall RAG status has stayed Green, although the timescale status is now showing as Red. This is because the indicative timetable included in the original project initiation document expected that the OJEU Notice and advert would be placed in May but has been revised to August.</li><li>The indicative timetable was contingent on putting in place technical consultants to inform Best Practise in the Repairs and Maintenance service. Consultants have now been identified and a scoping day took place on July 27<sup>th</sup> to develop a new draft project plan. This time-table now needs to be agreed by the project team and will be included in next month's highlight report for formal sign off.</li><li><b>Risk:</b> Risk has been highlighted as amber and is contingent on the outcome of key concerns including:<ul style="list-style-type: none"><li>The cost of a new provider may exceed the budget available in Housing Revenue Account medium term financial strategy.</li><li>Buy- in and change management associated with a possible TUPE of repairs staff.</li></ul></li><li>A meeting took place between HR and CPU on August 2<sup>nd</sup> and a draft union consultation proposal will be taken to the next Project team on 25<sup>th</sup> August 2006. There is currently no update on the Accord options appraisal and no representative from Environmental services attended the last project team meeting or the scoping day, this will now be highlighted as a risk to the project.</li></ul>			
<b>Project Sponsor:</b> Stephen Clarke  <b>Project Manager:</b> Kim Sandford											

## Housing Improvement Partnership Board

### (2) ADAPTATIONS PROJECT

#### PROJECT DESCRIPTION/OBJECTIVES

- To implement a new service structure and processes in Occupational Therapy and Adaptations based on the recommendations of the scrutiny review and business process re-design project.
- The aim of these changes will be to improve the end-to-end process time for users, from the first point of contact with the council to completion and sign off of adaptations, so that it does not exceed 164 days.
- The project will also implement a new performance management system, develop shared IT system usage and contribute to a 2\* score in the ALMO inspection.

Original End Date: Dec-06  
End date last month: Dec-06

Current End Date: Dec-06

Original Budget: £0  
Revised budget: £10,000

Spend to date: £0  
Forecast spend: £10,000

Month	Month Status	Month Last	Time scale	Budget	Resources	Issues	Risks
	A	A	A	A	G	A	A

#### MANAGEMENT SUMMARY

##### Progress

- Structure approved by general purposes.
- Framework I training for Homes for Haringey Staff started
- Resource appointed for mapping financial systems, working processes and protocols and performance management arrangements. This has allowed the resource traffic light status to return to green this month.

##### Issues and Risks

- Homes for Haringey Executive have decided that any decision to transfer Disabled Facilities Grant (DFG) work to Homes for Haringey will not take place until after the Housing inspection in April 2007.
- Whilst this decision will impact on the agreed staff structure for Occupational Therapy and Adaptations, Social Services will seek alternative commissioning arrangements for the capital works relating to DFG to ensure that the restructure goes ahead. Proposals for the alternative commissioning arrangements are currently being finalised and their impact on the project plan will need to be assessed.

**Project Sponsor:**  
Anne Bristow

**Project Manager:**  
Gary Jefferson



## Housing Improvement Partnership Board

### (2) ADAPTATIONS PROJECT CONT.

#### Timescales

- Due to the issue above and a lack of staff resources to implement the changes a number of key milestones have slipped. The overall impact is that implementation of the new staff structure has been delayed from June to October this year. A full time project manager to manage the implementation has now been appointed to prevent further slippage.

#### Budget

- Report on the likely capital requirements to continue progression towards the 164 best practice target and what the likely achievable target is with the current capital allocation to go to Executive on the 12<sup>th</sup> September. The report requests an additional £1.3 million in capital funding to address the backlog of clients.

## Housing Improvement Partnership Board

### (3) EMPTY PROPERTY PROJECT

#### PROJECT DESCRIPTION/OBJECTIVES

- To implement all the recommendations of the Empty Property Management Review by October 06.
- To improve performance on the process of managing empty properties including customer satisfaction and VFM by the next inspection in April 07.
- To improve the standard of repair and cleanliness within empty properties by October 06.
- To reduce the overall turnaround time to 27 days by October 06.
- To identify areas of further review and improvement by March 07.

Original End Date: Apr-07  
End date last month: Apr-07

Current End Date: Apr-07

Project Budget: £40,000

Spend to date: £0  
Forecast spend: £40,000

Risks	Issues	Resources	Budget	Timescale	Status	Month Last	Month This
R	A	A	A	A	G		

#### MANAGEMENT SUMMARY

There has been good progress this month on improving procedures, developing the Lettable Standard and in reducing the total number of current voids.

#### Exception Report

- The overall turnaround figure is as predicted rising as we are dealing with a substantial backlog of voids that have been void for a considerable length of time.
- Work has been completed this month to model future performance and assess ability to meet the 27 day turnaround target. From this, it is clear that this target will not be met for the full year and that urgent action is needed in the next 3 months to ensure that the backlog of outstanding voids is cleared and the target is being met for new voids when Home Connections is introduced from 1 November 2006.

The urgent action for the coming months includes:

- Reviewing and correcting the ready for let dates of 32 voids that were let in July with void periods in excess of 50 days.
- Reviewing and correcting/amending the ready for let dates of 20 current voids with void periods in excess of 100 days.

**Project Sponsor:**  
Stephen Clarke

**Project Manager:**  
George Georgiou

## Housing Improvement Partnership Board

### (3) EMPTY PROPERTY PROJECT CONT.

Addressing productivity and improving performance in the Lettings Team, in particular:

- Ensuring that all major works voids are let within 5 days of being passed as ready for letting
- Ensuring that the backlog of 78 ready for let voids are let
- Pre-allocation of the backlog of voids that are 'offerable' and not currently ready for let
- Pre-allocation of all new voids within 24 hours
- Re-introduction of accompanied viewings
- Ensuring that all average works voids are let within 8 days of being passed as ready for let
- Clear targets set for numbers of offers to be made and acceptance rates

- Addressing productivity in the Voids Repairs Team, in particular:

- Dealing with the backlog of 154 voids with both the existing partnering contractor and 'in-house team by end of August using alternative contractor if necessary
- Offering in-house operatives overtime to undertake void repair work at weekends
- Assigning a quota of new voids to best performing 'in-house' teams to help achieve an average 10 day repair turnaround
- Setting target repair dates for all voids to include those with Structures, day to day repairs, those undergoing mini-modernisations and adaptations

- Two further issues need to be drawn to managers' attention:

- That although we have succeeded in agreeing a schedule of rates for voids placed with our partnering contractor, from 1 August there is likely to be an overspend on this budget to deal with the voids repair backlog.
- That the issue of proactive management of void properties, must be seen as a priority for Tenancy Managers in all areas as presently, the performance of Voids brief-holders is variable

## Housing Improvement Partnership Board

### (3) EMPTY PROPERTY PROJECT CONT.

Some key milestones have been missed:

- Accompanied viewings of void properties were due to be introduced in Lettings on 1 June. Due to resource problems in the Lettings team this has not been implemented. Additional resources for the Lettings team have been agreed to resolve this problem.
- Implementing performance management within Voids Team has been delayed from 30 June to 30 August. A new Crystal report is now being rolled out.

## Housing Improvement Partnership Board

### (4) HOMELESSNESS AND HOUSING OPTIONS PROJECT

#### PROJECT DESCRIPTION/OBJECTIVES

- The closure of the separate homelessness foyer at Apex House and the delivery of the service via Customer Services in one site on a trial basis, extending to four if the trial is successful.
- To merge the housing advice and homelessness teams.
- Increased emphasis on helping applicants to help themselves and to encourage the widest possible use of private sector accommodation as an alternative to Council-based temporary accommodation. In so doing, to reduce the number/proportion of applicants for which we accept housing duty, as alternative options will be offered.

Original End Date: 30-Aug-05  
End date last month: 30-May-06

Current End Date: Jan-2007

Original Budget: £0  
Revised Budget: £123,000

Spend to date: £0  
Forecast spend: £123,000

Risks	Issues	Resources	Budget	Timescale	Status	Month Last	Month This
G	A	A	G	G	G	G	A

#### MANAGEMENT SUMMARY

- Decision made by Housing Improvement Board for Prevention & Options pilot to Go Live in Wood Green CSC on 14 August.
- All front line Homelessness & Housing Advice services to be delivered through the Prevention & Options model at Wood Green.
- Homelessness Reception at Apex House to become an interview suite where pre-booked Prevention & Options appointments will be held. All emergency appointments to be provided at Wood Green.
- Project on target to meet 14 August '06 Go Live date.

#### Issues

- The resolution of staffing issues is ongoing. Risk assessment and working procedures are undergoing revision to support go-live.

#### Resources

- The Project Manager left during the course of July when his contract terminated. A replacement is not in place. The Project is at a critical phase. This issue will need to be resolved during August.

**Project Sponsor:**  
Julian Higson

**Project Manager:**  
TBC

## Housing Improvement Partnership Board

### (5) LETTINGS AND ALLOCATIONS PROJECT

#### PROJECT DESCRIPTION/OBJECTIVES

- Develop and implement a new allocations policy and pointing scheme for the London Borough of Haringey that meets housing need and supports council strategy.
- Develop and implement allocations procedures and validations processes;
- Undertake a review of the current Housing Register and implement improvement activities;
- Undertake a re-registration exercise for all clients currently on the Housing Register;
- Implement Home Connections, a new choice based lettings service, which will become LB Haringey's method for allocating housing;
- Improve the lettings service and in particular the letting of sheltered accommodation.

Original End Date: Dec-06  
End date last month: Dec-06

Current End Date: Dec-06

Project Budget: Budget under development

Risks	Issues	Resources	Budget	Timescale	Status	Month Last	Month This
A	R	A	G	A	A	A	A

#### MANAGEMENT SUMMARY

##### Amber traffic lights

- Revised and challenging timescales for consultation with prospective tenants on the existing housing register were agreed by the Housing Improvement Partnership Board on 2 August 2006 in order to meet the requirement to gain Executive approval for the Lettings Policy and Pointing Scheme on 12 September 2006.
- As reported last month, the Housing Register Re-Registration exercise has been delayed by approximately 2 months. The Housing Partnership Board has now agreed that the exercise will start on 21 August and by completed by October.
- Lettings performance has been considered unsatisfactory. The Housing Improvement Partnership Board on 2 August 2006 approved funding for four temporary posts to reduce the backlog, produce a step change in performance and to carry out accompanied viewings. Productivity of existing staff is being reviewed. Additional internal management support and controls introduced.
- A temporary lettings manager has been appointed to release existing staff to progress work on Home Connections.

**Project Sponsor:**  
Julian Higson

**Project Manager:**  
TBC

## Housing Improvement Partnership Board

### Resources / Issues

- The Project Manager left during the course of July when his contract terminated. A replacement is not in place. The Project is at a critical phase. Key members of staff have started/will be starting annual summer holidays. This issue will need to be resolved during August.

## SECTION 6 – PEOPLE STREAM BOARD

People Stream Board														
<div>(1) EQUAL PAY REVIEW</div>							<div>Project Description/Objectives</div> <div>To implement a new pay and conditions package that takes account of equal value considerations and meets the 2004 National Local Government Services pay deal for single status harmonisation of manual and officer conditions. To this end the pay and conditions package will deliver the following:</div> <div><div><div></div><div>A new pay and grading structure with simplified grades and progression criteria</div></div><div><div></div><div>One job evaluation scheme to be used for all staff within a specified pay range</div></div><div><div></div><div>Pay protection arrangements</div></div><div><div></div><div>A set of premium rates to be applied to employees required to work</div></div></div>							
							Original End Date: 31 March 2007 End date last month: 31 March 2007		Current End Date: 31 March 2007		Project Budget: £100,000		Spend to date: None Forecast Spend: £100,000	
							<div>MANAGEMENT SUMMARY</div> <div><div><div></div><div>The national pay agreement 2004 for Local Government Service workers ensures that Local Pay Reviews must be completed and implemented by 31 March 2007. The national agreement also specifies that management and trade unions should enter into negotiations, with a view to reaching an agreement on new local pay structures and systems.</div></div><div><div></div><div>A Pay and Conditions Proposal has been drafted to address the above. This outlines proposed changes to the pay structure, the job evaluation process, allowance proposals and suggested changes to other employee benefits.</div></div><div><div></div><div>The above proposal has been shared with the Project Board and Trade Union Representatives.</div></div><div><div></div><div>Following the initial meeting to discuss the proposal with Trade Union Representatives negotiations are required to be extended beyond the original target date. This is due to the contentious nature of some of the issues in the proposal and the increased length of time needed for negotiations required to reach agreement on these issues.</div></div></div>							
<div><div>Month This</div><div>Month Last</div><div>Status</div><div>Time scale</div><div>Budget</div><div>Resources</div><div>Issues</div><div>Risks</div></div> <div><div>G</div><div>G</div><div>A</div><div>G</div><div>G</div><div>G</div><div>G</div></div>							<div>Project Sponsor:</div> <div>Andrew Travers</div> <div>Project Manager:</div> <div>Steve Davies</div>							



## People Stream Board

### (1) EQUAL PAY REVIEW

#### Progress since last period

- Meeting held with Trade Union representatives and agreement reached on the following aspects of the proposal:
  - Pay structure
  - Range grades
  - Pay progression
  - Recruitment and retention allowances
- Communication plan drafted
- Meeting held with Trade Union representatives to discuss
  - Overtime and shift payments
  - Annual leave and flexi-leave
  - Staff communications

#### Timescales

- Stakeholder negotiations deadline extended from March to October this year. Timescales have been revised and monthly meetings scheduled with Trade Union representatives in order to progress with negotiations.
- As the negotiations will take longer than originally anticipated there may be an impact on the subsequent timescales but at this stage there is no anticipated affect on the project budget or overall implementation date because less jobs will be evaluated than originally envisaged. As the project is only in its early stages this will be monitored and reviewed at a later date.

## People Stream Board

### (2) INVESTORS IN PEOPLE

#### Project Description/Objectives

- This project covers the activities to achieve success in the post recognition review for Investors in People Standard by April 2007 and retain liP status.

Original End Date: Apr-2007  
End date last month: Apr-2007

Current End Date: Apr-2007

Project Budget: £11,000

Spend to date: £600  
Forecast Spend: £11,000

Risks	Issues	Resources	Budget	Timescale	Status	Month Last	Month This
A	G	G	G	A	G	G	G

#### MANAGEMENT SUMMARY

##### Progress

- Staff survey results have been received, presented to senior managers and distributed to directorates.
- Overall, results are good and show that Council is well placed against liP standard.
- The project board's first task will be to develop criteria to help identify areas to carry out impact projects. An action plan will be developed for each chosen area.

##### Details

- The Investors in People post recognition review process has been agreed with our assessor Bruce Macrae. It will begin in January 2007 and finish in April 2007. The approach is to have a rolling review process, this will provide the opportunity to bank areas where we meet the standard and provide space to rectify any gaps before completing the assessment period. The assessment will take place in three stages.
- The new liP Standard is a more challenging one. We know that a number of organisations have not been successful in the post recognition process. Our approach to the assessment and the timetable will give us greater opportunities to prepare.
- Making it Happen (MIH) groups are now established in all directorates. A template has been developed to prompt discussions at MIH groups/management teams. All OD&L consultants have been briefed and tasked to roll this out over the next month, in advance of the Staff Survey.

##### Risk

- Making it Happen groups are up and running or there is a commitment to establishing them in all directorates. There is a risk to the project if these groups are not effective. They were an essential part of the process of gaining liP status in 2005. To mitigate this risk, OD&L consultants are attached to each MiH group to drive forward the work programme.

**Project Sponsor:**  
Philippa Morris

**Project Manager:**  
Karen Rowing

## People Stream Board

### (3) CORPORATE HEALTH & SAFETY ACTION PLAN

#### Project Description/Objectives

- To reduce work related accidents by 30% by 2010. Interim Targets will seek a reduction of approximately 10% per year. (To be tested by Corporate Audit in 2007-2008)
- To improve the Council's Health and Safety Management Systems so that all Directorates integrate service health safety and welfare issues into Business Planning and Performance Management by March 2007
- To increase knowledge and awareness amongst managers and other staff about their health and safety roles and responsibilities by March 2007. (To be tested by Corporate Audit in 2007-2008)
- To form an effective partnership with the Health and Safety Executive in demonstrating best practice in health and safety performance by March 2007.

**Original End Date:** 31-Mar-2007  
**End date last month:** 31-Mar-2007

**Current End Date:** 31-Mar-2007

**Budget:** £N/A – activities to be met from current budgets or staff time. See note below.

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Month This
G	G	G	A	G	G	G

#### MANAGEMENT SUMMARY

##### Progress

- The new Corporate Policy will be presented to the Chief Executive on 14<sup>th</sup> August.
- The Corporate Accident Working Group met for the first time on 27<sup>th</sup> July, and agreed objectives. A draft revised corporate reporting form will be submitted to the next meeting in September. Additional membership to the Group will be requested from Social Services.
- Outstanding issues relating to corporate standards for contractor health and safety performance have now been resolved between the Corporate Health and Safety Team and Construction Procurement.
- The stress working group provided comments on the existing policy document to the second meeting on 24<sup>th</sup> July. Corporate Health and Safety will produce a revised policy for presentation to the next meeting on 25<sup>th</sup> September.. This will then go for additional consultation via the Corporate Health and Safety Committee network and Committee on 25<sup>th</sup> September
- The project manager has requested additional representation at Corporate Health and Safety Committee to cover Access, Neighbourhood Management, Strategy, Libraries, Legal and Customer Services.

**Project Sponsor:**  
Stuart Young

**Project Manager:**  
Dave Cope

## People Stream Board

### (3) CORPORATE HEALTH & SAFETY ACTION PLAN

#### Timescale

- A few milestone targets have been revised in relation to the Corporate Policy, Construction procedures and Stress Management streams. Specifically distribution of the Corporate H&S Policy has been delayed from 1 September to 15 October. However in each case, the delays shown on the milestone plan do not represent any impediment that will prevent outcomes being achieved. Also, in each case the RAG status remains at Green.

#### Budget

- No new budget implications are reportable at this stage. Decision making regarding the intended procurement of e-learning software packages by OD & L will be reported in line with the defined targets.

#### Resources

- Additional Safety Liaison Officer resources for Corporate Health and Safety Committee are being requested to ensure that Access, Legal, Customer Services and Neighbourhood Management are adequately represented

#### Issues

- Outstanding issues in relation to the strengthening of Contractor Performance Management have now been resolved.

## SECTION 7 – VALUE FOR MONEY STREAM BOARD

Value for Money Stream Board										
(1) ASSETS STRATEGY			PROJECT DESCRIPTION / OBJECTIVES							
			To ensure development and implementation of the corporate Asset Management Plan and the effective provision and utilisation of assets to support the Council's overall objectives.							
			Specific project objectives are to:- <ul style="list-style-type: none"><li>• Introduce a single framework for the corporate management of property which will increase the efficiency and effectiveness of building management.</li><li>• Rationalise the accommodation portfolio and provide office space which is suited to modern ways of working.</li><li>• Revise the Asset Management Plan.</li></ul>							
			Original End Date: Dec-2008 End date last month: Dec-2008		Current End Date: Dec-2008		Original Budget: £3.319m Revised Budget: £2.309m (£500k CMP; £2.309m Accommodation Strategy)		Spend to date: £168k Forecast spend:£1.845m	
Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks	<b>Progress</b> <ul style="list-style-type: none"><li>• Difficulties in extracting reports from Database have been resolved and Report Writer software has been installed and is being tested.</li><li>• Results of condition surveys of buildings are being evaluated and a prioritised list of repair and maintenance, including backlog, is being drawn up.</li></ul>			
A	A	A	G	G	G	G				
<b>Project Sponsor:</b> Andrew Travers  <b>Project Manager:</b> Dinesh Kotecha							<b>Timescales</b> <ul style="list-style-type: none"><li>• Results of condition surveys are having to be entered for the time being on a stand alone spreadsheet until Raindrop have resolved snags with Database. This is delaying full operability of the Database, though survey analysis work is able to continue via a temporary spreadsheet.</li></ul>			
							<b>Budget</b> <ul style="list-style-type: none"><li>• The £500k underspend shown against the agreed budget reflects the fact that works on 40 Cumberland Road have not started yet. The scope of works is under discussion with Social Services and a report is being prepared on the case for including air conditioning. Property Services are confident that this money will be spent before the end of the financial year so the budget traffic light remains green.</li></ul>			

Page 81

## Value for Money Stream Board

### (1) ASSETS STRATEGY CONT.

#### Accommodation Strategy

- Alexandra House Refurbishment: Work commenced late July with contract period of 70 weeks.

#### Timescales

- The planned vacation and disposal of some buildings (e.g. Civic Centre) remain subject to the need to provide temporary accommodation for services which have outgrown their accommodation. Development/replacement of the Civic Centre is additionally subject to outcome of Wood Green Town Centre Masterplan.

#### Issues

- Uncertainties about new structures (e.g. Children's Service) and other proposals (e.g. Hornsey Town Hall) affect future Accommodation Planning. Work is underway to scope these issues and future accommodation requirements.

#### Asset Management Plan

- Revised Plan approved by Executive on 25 July.

## Value for Money Stream Board

### (2) PROCUREMENT PROGRAMME

#### PROJECT DESCRIPTION / OBJECTIVES

- To deliver Gershon recommended efficiencies in terms of cashable and non-cashable savings.
- To achieve a target of £2m (£3m stretch target) savings over 2005/7 (£2m cashable, £1m non cashable).
- To deliver against National Procurement Strategy milestones and deliver procurement objectives.
- To ensure the Council's Procurement Strategy is updated, published and embedded.
- To develop a best practice model for the provision of temporary staff and permanent recruitment.

Analysis of annual procurement spend (2004/5) on goods and services has identified key areas for efficiency review. These are Bought in Legal Services, Temporary Accommodation, Training Consultants, Marketing and Communications and Transport Services.

**Original End Date:** Apr-2007  
**End date last month:** Apr-2007

**Current End Date:** Apr-2007

**Project Budget:** N/A. £200k savings achieved in 2005/6; £800k expected in 2006/7 from the new agency contract; Projected shortfall of £1m anticipated to be achieved through new efficiency review projects.

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
R	A	A	R	R	R	R

#### MANAGEMENT SUMMARY

##### Exception Report

- The overall RAG status has stayed red this month. There are serious concerns over ownership of identified efficiency projects; this is having an adverse effect on the projects delivering the identified efficiencies. The need for delivery of projects needs to be reinforced through CEMB.
- There have been initial difficulties with the submission of invoices to the Council and we are reviewing the management information reports on agency staff commitments to assess whether the savings are on target. There may be a slight shortfall as the contract didn't start until the latter part of May.
- The transport project has an agreed procurement timetable and the OJEU notice was published on July 27th.
- No PID's have yet been agreed and signed off by Procurement Project Board. Many of these were due for agreement in May but have been delayed to September.
- All current projects are not due to deliver until the last quarter of 06-07 or the first quarter of 07-08. Given that these projects are at the PID stage, this places the savings target in doubt. New areas for efficiencies need to be looked at by Procurement Board.
- **Resolution plan:** It was agreed at the VFM stream board that a paper should be presented to the September meeting and CEMB setting out options to deal with the issues identified in this report.

**Project Sponsor:**  
Anne Bristow

**Project Manager:**  
Michael Wood

## Value for Money Stream Board

### (2) PROCUREMENT PROGRAMME CONT.

#### Details

##### **Bought in legal services**

This project reported to the July PPB. Report received from legal service has been agreed as effective analysis of service spend by PPB and VfM Stream board. The report identified that Influence able spend was of such a low level that the project would no longer report into PPB. A new report has been commissioned that will look at more effective ways of working and any efficiencies that may be realised. This report will feed up to the October PPB

##### **Training Consultants**

This project reported to the July PPB. The PID is to be revised and put into the corporate formats. The PID will be resubmitted to PPB in November 2006

##### **Temporary accommodation**

No information has been received in regard to activities undertaken in this reporting period. This project should be reporting savings from the project back from the Wellbeing streamboard. To be programmed in to PPB agenda

##### **Marketing and Communications**

This project should be reporting savings from the project back from the Customer focus streamboard. This project is unable report on estimated savings until they receive information from all directorates on their requirements for publications, awaiting a target date for the receipt of this information. To be programmed in to PPB agenda

##### **Transport Services**

Project team meetings and Project Board meetings have taken place in this period. The OJEU notice was place on 27<sup>th</sup> July and the procurement process has begun in line with a pre agreed timetable. There is no update on the review of In-House service delivery. This project is due to report back to PPB in September 2006

##### **Energy**

Cost avoidance savings of £350,000 and potential cashable savings from billing efficiencies identified for inclusion in PPB.



## Value for Money Stream Board

### (2) PROCUREMENT PROGRAMME CONT.

#### **Directorate spend analysis**

Spend analysis reports have now been produced for all Directorates. Each directorate has been informed that their strategy for improving on contract spend and savings identified need to be fed into PPB. A programme for reporting back progress needs to be agreed and timetabled in to the ppb Agenda

## Value for Money Stream Board

### (3) USE OF RESOURCES

#### PROJECT DESCRIPTION / OBJECTIVES

The project will implement the action plan developed in response to the Audit Commission assessment of the Use of Resources block of the CPA completed in October 2005. The aims include:

- To achieve an overall level 4 criteria of the Key Lines of Enquiry in September 2006
- To improve from level 2 to levels 3 and 4 on value for money and internal control respectively.
- To improve from level 3 to level 4 on financial standing, financial reporting and financial management.
- To show progress on District Audit recommendations from September 2005 by April 2006.

**Original End Date:** Dec-06

**Current End Date:** Dec-06

**Project Budget:** N/A – all activities delivered by current staff establishment with no additional revenue costs.

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
G	G	G	G	G	A	G

#### MANAGEMENT SUMMARY

- The project will implement the Use of Resources Action Plan
- To address the value for money and efficiency agenda. Two efficiency review projects in homecare and parking have been completed.
- The corporate business plan has been produced and is now available on the web and in hard copy.
- Resources identified from within Corporate Finance and Improvement and Performance to complete the annual report and the value for money self assessment. The annual report will be distributed as an insert to Haringey people in September.
- The value for money self-assessment will be submitted on the 25<sup>th</sup> August 2006. The value for money profiles have now been published and analysis is taking place, this will inform the cost, performance, perception matrix.
- The Council's efficiency review methodology is being revised to take account of the lessons learnt from the two pilot reviews and will report to the .
- The new round of efficiency reviews will be selected from information provided within the CPP matrix. A Benefits and Local Taxation review has already been identified.
- The Use of Resources self-assessment needs to be submitted by the beginning of September and the assessment by the Audit Commission will take place in September and October. The Audit Commission will report their findings in December and publish a full report will be provided in January 2007.
- The Partnership Audit has been delayed from May to August. Initial scoping of the audit has been completed and the terms of reference have now been established. This delay do not affect the overall programme, which remains on track.

**Project Sponsor:**  
Andrew Travers

**Project Manager:**  
Kevin Bartle

## Value for Money Stream Board

### (4) TRANSACTIONAL EFFICIENCY.

#### PROJECT DESCRIPTION / OBJECTIVES

##### Business Intelligence (BI)

- To provide management information (MI) on the type, value, term, product category and financial value of all contracts. To also capture information on health and safety, equalities, BME/SME, risk, performance and contract monitoring.

##### Implement the Contract Management System (CMS)

- To act as a document depository for all contracts over £5K
- To provide a tool to send out tenders and deal with incoming bids, providing an on-line capability for the evaluation of tenders and effective communication with suppliers and users.

##### SAP Upgrade ERP 2005

- Deliver an as-is upgrade from SAP R3 4.6c to My SAP ERP 2005

##### Transactional Efficiency

- Reengineer back office processes across the council to increase efficiency and value for money for our customers.

##### Original End Date:

BI: 1-Aug-06  
CMS: 5-Dec-06  
Upgrade: 31-Oct-06

##### Current End Date:

BI: Not achieved, new date TBC  
CMS: 5-Dec-06  
Upgrade: 31-Oct-06

**Project Budget:** £500k  
(upgrade & transactional efficiency)

**Spend to date:** £41.016k  
**Profiled budget to date:** £45.741k

### CMS

Risks	Issues	Resources	Budget	Timeline	Status Last Month	Status This Month
G	A	G	G	G	R	G

#### Project Sponsor:

Andrew Travers

#### Project Managers:

Catharine Southern / Kamla Chetty / Julia McClure

#### MANAGEMENT SUMMARY

##### Contract Management System (CMS)

The first Project Board took place on the 12<sup>th</sup> July 2006 and work has commenced on project planning and business tasks. Initial analysis has highlighted the 80/20 ratio of business tasks and technical tasks. Meetings have been held with LogicaCMG to understand the dependencies between the two areas so we can schedule tasks appropriately. Project timelines have been agreed and baselined. The new project plan was circulated for comments on the 21<sup>st</sup> July.

##### Issues

The estimated go-live date is 5.12.06, however this is heavily dependant on two major milestones which is the pre qualification questionnaire and contract document repository (c-Folders). Both of these areas have the ability to delay go-live however we are using the experience of the Barnet implementation to mitigate the risk. LogicaCMG have still been unable to bring a c-Folders resource physically into the team so we can progress this area to our satisfaction.

## Value for Money Stream Board

### (4) TRANSACTIONAL EFFICIENCY CONT.

#### Business Intelligence

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
G	A	G	G	R	A	R

Change management has been identified as a major area of work and planning has started to identify the people within the business that will need to be informed, trained and kept abreast of CMS development. Procurement has approached OD&L for resources to support this part of the project.

#### Business Intelligence (BI)

The revised approach adopted last month has enabled LogicaCMG to deliver the standard build / reports; a gap analysis between the standard reports and our top ten reports has commenced. Knowledge transfer from LogicaCMG to finance systems team has nearly been completed. This knowledge together with skills gained from external training courses should enable internal FST staff to undertake BI report development with reduced input from LogicaCMG in the future.

#### Status / Timescales

There have been some technical problems with the extraction of data out of the SAP system into BI, which is currently being investigated.

Due to the technical difficulty with the data extraction, the scheduled go-live of 1 August was not achieved. These issues are being investigated by SAP and a new go-live date will be confirmed shortly.

The revised approach uses up all of the allocated development days. Additional resource will be needed to complete Phase 2 but this will be mitigated by the knowledge and skills gained by internal resources who should be able to take on the work required. As such it is not anticipated that this will impact on the budget for BI.

#### Upgrade

Risks	Issues	Resources	Budget	Timescale	Status Last Month	Status This Month
G	A	G	G	G	G	G

#### SAP Upgrade

Progress is being made with the upgrade. Testing documentation is near completion by most team members. With LogicaCMG missing a critical dependency on the plan, coupled with technical difficulties which are currently being investigated by SAP; there is a possibility that the planned go-live for the 31<sup>st</sup> of October may need to be rescheduled. However, every effort will be made to claw back days to maintain this planned go-live date.

## Value for Money Stream Board

### (4) TRANSACTIONAL EFFICIENCY CONT.

#### Transactional Efficiency

Status This Month	Status Last Month	Timescale	Budget	Resources	Issues	Risks
G	G	G	G	G	G	G

Meetings have also been held with team members to ensure that they are fully aware that comprehensive end to end process testing will need to be conducted to ensure that the upgraded system is fully operational as it is now, before being launched to end users.

The office on the 5<sup>th</sup> floor Alex House is being prepared for team members to carry out testing.

#### Transactional Efficiency

Transactional efficiency is currently at the feasibility stage and the project team are working on developing a project brief and project initiation document. A meeting has taken place with Cap Gemini to progress the Transactional Efficiency agenda. This meeting indicated the need for corporate sponsorship, focus and clarity, and a change readiness assessment.

This is being progressed with heads of Finance, HR and Procurement service heads, to identify key processes, people and systems to investigate we can drive efficiency across the council.

## SECTION 8 – CUSTOMER FOCUS STREAM BOARD

Customer Focus Stream Board											
<div>(1) INSOURCING ICT</div> <div>LEVEL 1 PROJECT</div>							PROJECT DESCRIPTION/OBJECTIVES				
							<div>To transition support of the infrastructure delivered by the Tech Refresh programme from the project team to permanent staff</div> <div>To outsource the Networks and Security element to a new managed service provider and to purchase 3rd party software tools as required by the service management design</div> <div>To design processes and develop role definitions to deliver a user support and infrastructure maintenance service based where applicable on ITIL recommendations.</div> <div>To design an organisational structure that encapsulates the defined roles and processes, utilising existing resources as much as possible to fill the new structure and recruiting additional skilled resources where necessary.</div>				
							Original End Date: Dec 2006 End date last month: Dec 2006		Current End Date: Dec 2006		Project Budget: £6.435m
Month	Month Last	Status	Timescale	Budget	Resources	Issues	Risks	MANAGEMENT SUMMARY			
G	G	G	G	G	G	G	A	<div>The Programme continues to progress within time, cost and quality tolerances allowing the <b>overall</b> programme RAG status to continue at Green. However, there are some areas of concern as highlighted below.</div> <div><b>Timescale</b> – The programme timescale RAG status has reduced to Green as the key source of concern was approval of the proposed high-level structure and receipt of delegated authority, both of which have now been achieved; the signing off of the detailed structure under delegated authority is the next hurdle and the timescale for documenting required level of detail is tight, as are the timescales inherent in the revised ring-fencing and recruitment plan, but these risks are captured in the risks section;</div> <div><b>Budget</b> – Revised figures are now available and the potential revised call on contingency has been discussed with the Acting Director of Finance – as the potential extra spending has not been confirmed at this time and is anyway covered by the contingency, the programme budget RAG status has not been reduced from Green for the time being.</div> <div><b>Resources</b> – The programme resources RAG status continues at Green, as the only area of concern being within the Service Delivery stream where there are concerns around the current lack of KVS (the e-mail archiving system) and Mimesweeper (e-mail firewall) skills.</div>			
<div>Project Sponsor: Davina Fiore</div> <div>Project Manager: Lidia Lewis</div>											

## Customer Focus Stream Board

### (1) INSOURCING ICT CONT.

**Issues** – All issues are being satisfactorily managed, thus the programme issues RAG status remains at Green.

**Risks** – Although most risks are being satisfactorily managed, the large number of risks requiring Board attention has led to the programme risks RAG status continuing at Amber.

## Customer Focus Stream Board

### (2) CUSTOMER SERVICES STRATEGY

#### PROJECT DESCRIPTION/OBJECTIVES

- The Customer Service Strategy aims to ensure that 80% of contacts with customer services (including the website and automated telephone lines) will be resolved at the first point of contact and that access will be offered across more Council services, working towards 80% of all customer contacts.

**Original End Date:** March 2006  
**End date last month:** March 2009

**Current End Date:** March 2009

**Project Budget:** Development work is funded from mainstream funding and the net revenue effect is nil.

#### MANAGEMENT SUMMARY

##### Achievements

- Parking Permits went live across all 4 Customer Service Centres (CSC'S) on 3<sup>rd</sup> July as planned.
- The Children's Service and Members Services successfully went live on 12<sup>th</sup> July as planned.
- The Voids Project successfully went live on 17<sup>th</sup> July across all 4 CSCs as planned.
- With effect from 31<sup>st</sup> July 2006, HFH staff from Wood Green Area Office (13-27 Station Road) are holding all their appointments at Wood Green CSC

##### Amber traffic lights

- Parking:** There is an ongoing issue with the permit printers at all CSCs being unable to print visitor vouchers. Parking Services, Central IT and Customer Services are working together with Civica to resolve this.
- Prevention and Options Service:** HFH staff from Wood Green Area Office (13-27 Station Road) are now holding all their appointments at WG CSC. In order to ensure this project went live successfully, the Housing Improvement Board agreed to slightly delay the Preventions & Options Emergency Appointments at Wood Green CSC to Monday 14<sup>th</sup> August.
- Enforcement:** When Customer Services goes live with Enforcement in November, we will need access to 14 MVM licenses. Enforcement currently have 50 concurrent licenses and will monitor this post the MVM upgrade in August to ensure that there are enough spare licenses for Customer Services staff

**Project Sponsor:**  
Jane Waterhouse

**Project Manager:**  
Carla Segel

Risks	Issues	Resources	Budget	Timescale	Status	Month Last	Month This
A	A	G	G	A	A	A	A



## Customer Focus Stream Board

### (3) CUSTOMER FOCUS PROJECTS

#### PROJECT DESCRIPTION/OBJECTIVES

To help set and instigate a Customer Focus agenda for Haringey, ensuring that customers are at the heart of service design and delivery through:

- Getting Haringey to be better outward focussed
- Enabling bottom-up involvement in developing and actioning change
- Getting back to basics and getting them right
- Working towards a strategic, coherent and cohesive approach

Current pilot projects are the WOW! Awards, ICS Staff awards Programme and the Customer Focus Network

**Original End Date:** 31 March 2007  
**End date last month:** 31 March 2007

**Current End Date:** 31 March 2007

**Project Budget:** Not applicable. There is no dedicated capital budget for Customer Focus. All costs for pilot projects are being met from revenue budgets.

#### MANAGEMENT SUMMARY

##### WOW! Awards

The 6 month pilot in Libraries and Registrars was launched on 21 June. By the end of July, 113 nominations had been submitted – including a small number for services not within the pilot. (As a comparison, the Central Feedback team recorded a total of 147 compliments across the entire council in 2005/6.)

Whilst few of these are of the calibre to merit being forwarded to the WOW! organisation for consideration, nevertheless, this feedback mechanism has clearly caught the public's imagination and seemingly provides a welcome way to provide positive feedback.

##### Institute of Customer Service – staff Awards Scheme

A small pilot is being run this Autumn; targeted services have supplied lists of staff provisionally interested in either taking awards or coaching same one else who will be. Invitations with RSVP to the launch event on 25<sup>th</sup> September have been despatched to these staff and Customer Focus Network members. A draft agenda has been agreed with the C Exec who will attend with the Leader.

**Project Sponsor:**  
Justin Holliday

**Project Manager:**  
Chris McLean

Risks	Issues	Resources	Budget	Timescale	Status	Month Last	Month This
A	G	G	G	G	G	G	G

## Customer Focus Stream Board

### (3) CUSTOMER FOCUS PROJECTS CONT.

#### Customer Focus Network

The third edition of the newsletter will be posted on Harinet during August. Services have been asked to supply a contact for news items but this has generated a very limited response. The launch event of the Network will be merged with the launch of the ICS Awards pilot above in September. Short presentations on Customer Focus at the Graduate Trainee induction and in future Corporate Induction sessions will help to raise the profile of Customer Focus generally and hopefully encourage staff to join the Network.

#### Amber risks

No change.

Engaging the organisation and lack of corporate clout to help achieve this. The active interest and support of the Customer Focus Streamboard has been sought. This especially applies to the Customer Focus Network project as well as the more general brief of Customer Focus. Customer Focus is to be discussed at CEMB on 10th October 06 and will attempt to address this risk of non-engagement.

## PROGRAMME OFFICE COMMENTS

No.	Item
1	<p><b>CHILDREN &amp; YOUNG PEOPLE STREAM BOARD</b></p> <ul style="list-style-type: none"> <li><b>Action required:</b> CEMB needs to identify a new project sponsor for the Primary Schools Capital Projects as the Director of Social Services is leaving the Council.</li> </ul>
2	<p><b>CHILDREN &amp; YOUNG PEOPLE STREAM BOARD</b></p> <ul style="list-style-type: none"> <li>A combined project initiation document for Children's Networks and Children's Centres has been produced and is awaiting approval. Once this has been produced a joint project highlight report will be produced each month.</li> </ul>

This page is intentionally left blank

Report title: **The Council's Performance – July 2006**

Report of: **The Chief Executive and Acting Director of Finance**

**Ward(s) affected:** All

**Report for:** Key Decision

### 1. Purpose

- 1.1 To set out an exception report on the finance and performance monitoring for July 2006 using the balanced scorecard format.

### 2. Introduction by Executive Member for Finance (Cllr Toni Mallett)

- 2.1 Although welcoming the fact that for Financial Health 73% of indicators show that we are achieving target or maintaining an acceptable level, I am very concerned that our overall budget shows a net overspend of £4.6m.
- 2.2 This variance is 1.26%, showing that we are off target on budget monitoring.
- 2.3 I will be working closely with the services concerned and I will be looking to them to identify ways to bring the budget back on target as soon as possible.

### Introduction by Executive Member for Organisational Development and Performance Management (Cllr Dhiren Basu)

- 2.4 I am pleased with the progress that has been made in July. 70% of indicators are achieving or close to achieving target and for 65% of our indicators we have maintained or improved performance since the end of last year.
- 2.5 While the overall picture is positive, work still needs to be done to improve performance in Social Services, Customer Services, Housing and in the Children and Young People's service. For example, I am particularly concerned with our members enquiries response times and the waiting times for callers to Customer Services. My Executive colleagues and I, along with officers, will look to tackle the problem areas so we can continue to drive up performance and provide excellent services that our residents can be proud of.

### 3. Recommendations

3.1 To note the report.

3.2 To agree virements set out in section 13.

**Report authorised by: Dr Ita O Donovan – Chief Executive**

**Contact officers: John Hardy – Head of Finance – Budgeting, Projects and Treasury  
Telephone 020 8489 3726**

**Margaret Gallagher – Performance Manager  
Telephone 020 8489 2553**

### Head of Legal Services Comments

There are no legal implications

### 4. Executive Summary

4.1 This report sets out the routine financial and performance monitoring for July 2006 in the balanced scorecard format.

4.2 In summary the balanced scorecard shows that for the excellent service perspective 69% of indicators are on target or close to the end of year target at the end July. For 20 of the 31 (65%) customer focus measures, performance targets are being met or close to being met. For financial health 24 of the 33 measures achieved amber or green status meaning for 73% of indicators performance levels are achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators including recent staff survey results show that for 13 of the 16 (81%) measures, performance is at or close to expected levels.

4.3 Overall 70% of indicators are achieving or close to achieving target. In addition 65% of indicators have maintained or improved performance since the end of last year.

4.4 In summary the revenue budget shows a projected net overspend of £4.6m and this is 1.26% compared to the approved net budget. Therefore this is rated red as the variation is above 1%. The overspend is mainly due to pressures in Social Services budgets (£2.6m), Children's Services £2.3m (including asylum seekers), likely shortfall of £0.8m in agreed procurement savings and £0.5m in Environment. This is partially offset by a £1.6m under spend on homelessness.

### 5. Reasons for any change in policy or for new policy development (if applicable)

5.1 None

### 6. Local Government (Access to Information) Act 1985

**The following background papers were used in the preparation of this report:**

Budget management papers  
Service PI returns including unit cost data

**Strategic Implications**

This report monitors Haringey's position in relation to a number of indicators that will be used to assess the Council in the Comprehensive Performance Assessment (CPA). Performance against these measures will determine Haringey's rating in 2007. The report also gives an indication of the level and quality of services delivered on the ground.

**Financial Implications**

The revenue budget shows a projected net overspend of £4.6m and this is 1.26% compared to the approved net budget. Therefore this is rated red as the variation is above 1%. The overspend is mainly due to pressures in Social Services budgets (£2.6m), Children's Services £2.3m (including asylum seekers), likely shortfall of £0.8m in agreed procurement savings and £0.5m in Environment. This is partially offset by a £1.6m under spend on homelessness.

The revenue projection is £1.1m greater than that reported for June 2006. Children's Services (including asylum seekers) has increased by £0.5m, Social Services Adult Services has increased by £1m and Environment has increased by £0.2m. This is offset by an improved position on the homelessness budget of £0.6m.

The aggregate capital projected position in 2006/07 is currently projected to under spend by £0.2m. As previously reported the Children's Service is currently working on a revision to the three year programme which will take account of slippage and other factors. A revised three year programme taking account of this will be reported to the Executive in due course.

**Legal Implications** There are no specific legal implications arising from this report, however the response rate for freedom of information requests needs to improve significantly to ensure we meet the statutory time limit.

**Equalities Implications**

Whilst equalities is a central thread throughout the council's performance, this report does highlight some areas with positive results around equalities issues but also some areas where performance needs improvement. For example the pressure on services in Physical and Learning Disabilities combined with the TPCT efficiencies is an area of concern, however as this report details the strategy of providing services to help people to stay living in the community will be of benefit to people from black and minority ethnic groups who are high users of community based services. Prevention of homelessness figures have improved since last month (BV 213) and are now closer to their target so are less of a concern. On a positive note black and minority ethnic people are high service users of both parks and libraries where we are exceeding targets.

**Consultation**

The scorecard includes a number of resident and staff perception measures and shows how well the Council is performing in this area. The results show the level of satisfaction with the Council currently and should provide a baseline as well as informing action to improve satisfaction levels.

## **7. Background**

- 7.1 This is the regular finance and performance monitoring report for July 2006. It is based on the financial monitoring reports prepared for the budget management meetings held on 30 and 31 August for period 4 and the service submission of the basket of performance indicators that have been agreed for 2006/07.
- 7.2 The reporting is in the form of a balanced scorecard. The scorecard looks at performance across four dimensions: service excellence, financial health, customer focus and organisational development. The scorecard consists of corporate and service performance measures.
- 7.3 The report includes routine monitoring of unit costs so that performance and costs reflect activity enabling us to make judgements around whether we deliver value for money services.
- 7.4 For 2006/07 the indicators contained within the balanced scorecard include key threshold indicators used in the Council's Comprehensive Performance Assessment (CPA) and those which reflect the Council's priorities including some key local indicators for the Council. The main changes to the indicators monitored are the addition of a number of financial health, resident perception and organisational health indicators.
- 7.5 Performance data is shown in Appendix 1. Progress continues to be tracked on a monthly and year to date position against the target using a traffic light annotation where:
- green: = target achieved / performance better than planned
  - amber: = just below target
  - red: = target not achieved / below expectation

In addition, trend arrows depict progress since the last financial year, so whilst an indicator may receive a red traffic light for not achieving target, it will show an upward trend arrow if performance had improved on the previous year's outturn. Between them, the lights and arrows indicate current progress and predict the likely annual position.

## **8. Service Positions on Delivering Service Excellence**

### **8.1 Children**

- 8.1.1 The revenue budget is forecast to overspend by £2.3m and this is £0.5m greater than that projected at period 3. This is mainly due to a projected increase in asylum seekers costs. In addition the overspend in SEN budgets, mainly due to the placements of children with autism, will be offset by the provision for autism resources in secondary schools. The Looked After Children (LAC) budget is still projected to overspend by £0.5m and there are £0.3m of other pressures within Children and Families, including staff pressures, that managers are seeking to reduce.



- 8.1.2 The SEN placements budget was overspent in 2005/06 due to higher numbers than available in the budget and the forecast this year is substantially due to the full year effect of this overspend although there is a small increase in the number of day placements (3 in number). There is also a rise in the amount of additional support provided to Special Schools from this budget due to the medical needs of the particular children.
- 8.1.3 In relation to the LAC shortfall of £0.5m, the Children's Service is striving to contain the inherent pressures carried over from last year while delivering the overall commissioning strategy. It may be necessary that pressures arising will need to be contained by under spending on non-commissioning areas and managers have been made aware of the need to restrict spending on other areas wherever possible. Two young people with very complex needs have been placed already this year in external placements costing over £4K per week. In addition it should be noted that several new placements have also had to be made which are likely to continue throughout the year. The reduced availability of beds at the internal residential units due to a fire is another temporary factor contributing to pressures. Repairs are now completed and steps will be taken to increase the occupancy level as soon as possible. Currently client numbers are 381, which is marginally above the budgeted position.
- 8.1.4 The asylum position shows a gross shortfall of £3.3m. This is largely covered by a contingency and assumed special case grant claims for 2004/5 and 2005/6 although this leaves a net overspend of £1.5m. This shortfall relates to both Children's Services and Social Services asylum seekers costs. A special grant submission will be made for 2006/07 and if successful would reduce this forecast shortfall. The increase in costs is largely due to rising numbers in the care leaver 18+ cases and the recent increase in the referrals of UASC. The position remains a serious concern for the financial strategy. The Leader has communicated with the local MP's to assist in lobbying the government. Also we have joined with a small number of the worst affected authorities to consider jointly lobby.
- 8.1.5 There is additionally a possible issue in respect of national insurance contributions for peripatetic music teachers. This follows on from a review by the Inland Revenue service where incorrect treatment has been suggested that could need to be back-dating for 6 years, plus interest and a possible penalty. This potential backdated claim is being strongly opposed.
- 8.1.6 As reported last month the service is currently working on a revision to the three year capital programme which will take account of slippage and other factors. A revised three year programme taking account of this will be reported to the Executive.

Performance highlights for Children's services are as follows.

- 8.1.7 All 43 statements of need excluding exceptions issued in the year to July were prepared in the 18 week timescale. When exceptions are included 43 out of 47 (91.5%) statements were issued within 18 weeks in the year to July, exceeding the 85% target. The good start to the year continues with performance on both parts of the indicator exceeding target.
- 8.1.8 As at July '06 the percentage of 16-19 year olds who were Not in Education, Employment or Training (NEETs) in Haringey was 15.7% a slight improvement

from June's high figure of 16.9% against a target of 12.9%.following the introduction of a new national system for allocating NEETs by the postcode of the client.

- 8.1.9 As of July 2006, 11.6% of children have had three or more placements exceeding our 13% target. Due to an improvement in recording, this figure is expected to rise slightly but is expected to remain inside the best performance banding in line with our target.
- 8.1.10 All 59 reviews of children on the register due in July were completed in timescale. (BV162). Excellent performance (100%) has been sustained in this area in the year to date with robust systems in place to ensure this continues.
- 8.1.11 There were two adoptions in July '06 (BV163) making five in the year to date, we are on track to achieve a further thirteen, and expect to achieve the target of 23 by the year end.
- 8.1.12 The cost of service per child for both play, £5,012 and early years, £16,517 are both above the targets of £2,763 and £14,606 respectively. Both of these are due to lower 'take-up' than assumed in the original target (targets assumed too high figures and the capacity has been reduced as a result of building refurbishment work). The target for play schemes also included the cost of the summer scheme, which distorts the overall figure. More detail will be reported in period 5 budget monitoring.

## **8.2 Adults' & Older People's Social Care, Housing**

- 8.2.1 The period 1 report included notification from the PCT of the withdrawal of funding in respect of jointly funded services. At this point, the impact of direct funding has been assessed as £0.6m compared to the £0.75m reported previously in older people's services, although the position for Adults continues to be monitored. Processes have been put in place to identify clients who are eligible under the NHS Continuing Care criteria to try to mitigate against some of these losses and these will be monitored through the year. The currently assessed impact of PCT direct funding cuts is now included in the projection.
- 8.2.2 Including the above loss of funding, the overspend in Adult Services reported in period 3 has increased from £1.6m to £2.6m. The increase is due to inclusion of £0.6m PCT direct funding cuts, unachieved efficiency savings of £0.3m and a further increase in Adults commissioning costs of £0.1m. As previously reported the overspend includes residential care services commissioned in mental health. Of the £1.7m overspend in Adults, £0.7m is in respect of mental health. The balance of the overspend is £0.3m in learning disabilities and £0.7m in physical disabilities where there continues to be demand pressures experienced by the service.
- 8.2.3 The long term management action for mental health is the reconfiguration of supporting people services for mental health service users in order to develop more high support services with a focus on active rehabilitation and recovery. The service is also working towards extra care supported housing schemes to support older clients.

8.2.4 The Social Services budgets continue to be under severe pressure because of both demand pressures and reductions in services in the Health sector. The PCT's strategic plans to achieve further efficiencies in 2006/07 will continue to have knock on effects for Social Services. The key features of the plan are:

- To reduce the demand for acute hospital admissions by changes in patient pathways and investment in primary care and community services
- Reductions in the use of in-patient services with respect to mental health services with an assumption that more patients are enabled to live in the community. Whilst we should support this approach, it would need to be accompanied by appropriate resources transferring to community services (health or social care). However, we understand that there will be no such transfer.
- Savings in primary care services from general management savings, improving contracting and commissioning.
- Further savings proposed in services to Adults and Older People's Services mainly through the rationalisation of wards at Greentrees and rationalisation of outpatient services through a review of the eligibility criteria for these services.
- Planned reductions in early years and schools services and family planning services

8.2.5 Under these circumstances, it is almost inevitable that a proportion of the population who would have been supported in the Health sector will need to access social care services for support. This will also impact on Children's Services.

8.2.6 At this time, the projected overspend in Social Services is £2.6m. Management action is being taken to try to ensure that these pressures do not result in any additional overspend and include, reviews of jointly funded expenditure, a freeze on vacant posts and reducing agency staff where there would be minimal impact on front line services.

8.2.7 Social Services capital is projected to spend £0.3m below budget.

8.2.8 The performance appendix reports the latest performance figures on some key indicators in Adults' and Older People's services. This shows that:

- 89% of items of equipment were delivered in 7 working days in July exceeding the 88% target set for 2006/07 (*BV56/PAF D54*).
- 118 adults and older people per 100,000 population were in receipt of a direct payment as at July '06 short of the 131 target for the month and a further decline on last months performance (*BV201/ PAF C51*). Performance on this indicator is cumulative with the target of 150 to be achieved by 31 March '07. The current level of performance places Haringey in the second top 'good' performance banding and is projected to improve next month.
- In the year to July there were 63 admissions scaled up per 10,000 of older people to residential / nursing care (*PAF C72*). Current performance places Haringey in the top banding for this indicator Our target for 2006/07 has been set at 70 admissions per 10,000 older people aged 65+ which if we remain below this level will place us in the top performance banding.

8.2.9 Some areas where we need to improve our performance in Adults' and Older People's services are:

*Acceptable waiting times for assessment- new older clients aged 65+(BV195)*

- This indicator is the average of the percentage of clients where time from initial contact to first contact with the client is less than or equal to 48 hours and the percentage where time from first contact to completion of assessment is less than or equal to 4 weeks. In July for 50.2% of older clients, the time from first contact to contact with the client was less than or equal to 48 hours and for 45.4% their assessments were completed within 4 weeks. The average of these is 47.8% falling below the new key threshold levels for this year of 60% and 70% respectively.

*Carers receiving a carer's break or specific carer's service (PAF C62)*

- 2.6% of Carers for Adults and Older People received a carer's break or specific carer's service in the year to July '06. Currently we are unable to use Framework 1 to collect the relevant information to accurately report on performance in this area. Work on a project to get information from the panels approving these services to compare the manual system to our database is underway.

*Adults and older clients receiving a review as a percentage of those receiving a service (BV55)*

- 47.6% of adults and older clients were recorded as having received a review an improvement on the 40% in June but still falling well short of the 60% target for 2006/07. There are still a number of outstanding reviews across the client groups and these have been identified as a priority. Each area has started to take action to tackle this problem. Weekly monitoring at service level continues.

8.2.10 The projected improvement on the homelessness general fund budget has increased from the £1m reported at period 3 to £1.6m in addition to the approved budget at period 4. This is a financial consequence of the successful programme of private sector lease procurement and movement of families from short-term bed and breakfast accommodation and the favourable grant position on these cases.

8.2.11 The level and cost of repairs in the HRA are being carefully monitored following pressures in this area last year.

Performance issues in Housing are as follows:

8.2.12 BV183a and BV183b measure the average length of stay in weeks that a household at the point of leaving temporary accommodation have spent in bed and breakfast or hostel accommodation, respectively. The indicators only measure households with children or pregnant women, who have spent time in accommodation where facilities are shared with other people.

- 8.2.13 The average length of stay in bed & breakfast accommodation, under this definition is reported as zero weeks as we no longer use this form of accommodation for families.
- 8.2.14 The definition for the average length of stay in hostels changed in May '06 to exclude Hostel provision ending prior to April '04. When the new definition is applied performance as at July '06 remains high at 65 weeks against a target of 35 weeks. The service is reviewing the use of hostels as temporary accommodation and at present no new families are being placed in shared facility hostels.
- 8.2.15 The cost per nightly rated accommodation at £40.93 is slightly above the target of £40.20.
- 8.2.16 BV213 records households who have been prevented from becoming homeless. In July an annual equivalent of 828 per 1,000 households approached the local authority's housing advice service and had their situation resolved. This level of performance moves the year to date performance close to our target of 400 for 2006/07. Low performance in June occurred as many cases did not enter the system on time for submission and are included in this month's figures.
- 8.2.17 The average re-let time of local authority dwellings increased to 72 days in July against a target of 27 days bringing the year to date position to 50.4 days. It is unlikely that the 2006/07 target will be achieved although the service expect to be meeting the 27 day target by October with a projected position of 40 days at year end. A voids improvement project is in place with tenancy management teams taking a lead for monitoring each void and new performance reports allowing them to do this. Delays with void repair works are also being closely monitored particularly in relation to external contractors and new management systems have been put in place to ensure that timescales are met. This will be monitored closely to assess any impact on the rent income target.

#### Rent Collection

- 8.2.18 Rent collected as at July 06 (BV66a) is projected at 95.15% of rent due for the year against a target of 97.5%. A new performance management regime has been introduced following the creation of specialist income collection teams with focus on ensuring that all appropriate action has been taken where arrears are increasing.
- 8.2.19 The percentage of tenants with more than seven weeks rent arrears increased slightly to 14.51% in July remaining short of our target of 10% for 2006/07. Analysis shows that 60% of tenants are in arrears, but that 47% of these owe less than £100 so there is focus on tenants with low level and increasing arrears to prevent debt building up. Tenants are being telephoned out of hours to assist with this early intervention and there is close performance management of action taken.
- 8.2.20 The proportion of local authority homes which were non 'decent' as at July '06 was 44.5% against a target of 42%.

#### Repairs

- 8.2.21 In July 96% of appointments were made and kept based on data taken from our IT scheduling system. New performance management systems are being introduced to optimise and ensure performance is closer to the 99% target of appointments made and kept. Also daily exception reporting has being introduced.
- 8.2.22 The average time to complete non-urgent responsive repairs increased to 12.6 days in July against a target of 14 days. The year to date position at 15 days still falls short of the 14 day target. A Repairs improvement plan is in place and new management resources are being put in place to deliver.
- 8.2.23 The percentage of urgent repairs completed within Government time limits reduced to 92.6% in July short of the 97% target.

### **8.3 Environment Services**

- 8.3.1 The overall revenue budget shows a projected overspend of £0.5m. This projected shortfall is in parking income and is an early indication of the impact of the recent changes in the CPZ plan, however this may be able to be reduced. The ongoing financial impact of the changes requires some further work.
- 8.3.2 There are some other pressures that have been previously reported that the service are seeking options to contain. The potential additional costs regarding the recycling labour contract have reduced to £100k on the basis that the in-house operation will commence from 1 October and £100k is due to issues in the partial non-achievement of agreed efficiency savings in the waste management contract. A shortfall of £100k is currently projected against parks income due to only one concert being scheduled in Finsbury Park against the budget that assumes 5 concerts. This shortfall takes account of £145k compensatory savings that have already been identified. Proposals are being explored to more actively promote venues amongst a number of promoters rather than focusing on one promoter.
- 8.3.3 Capital is currently projected to spend on budget. However, there is a degree of risk associated with some of the projects achieving full spend, e.g. the parking plan schemes and Haringey Heartlands Spine Road, but it is intended to monitor these very carefully to ensure that full spend is achieved by year end.
- 8.3.4 Parking income recovery target is 61% and actual performance to July was at this level.
- 8.3.5 The annual projected cost of household waste collection per tonne at £73 is just above the revised budget target of £72 for 2006/07. This is due to additional costs arising from an industrial action dispute and the Council's one-off contribution towards keeping services running and resolving the dispute.

Performance highlights and issues in Environment are:

- 8.3.6 20.66% of household waste was recycled or composted in July '06 against a target of 22% for 2006/07. The roll out of new commingled rounds, which is due to take place in September, and the new doorstep recycling scheme for estates, which is due to commence in October, will help to improve the recycling rate for this year.
- 8.3.7 The waste tonnage for July continues to be higher than expected. This affects the recycling rate above. The investigation into tipping records has raised a number of issues which may be adversely affecting this indicator. These issues relate to Haringey Accord and these are being pursued to determine whether adjustments to this indicator are required.
- 8.3.8 Waste collections missed per 100,000 at 127 in July was inside our target of 130 and the year to date position remains an improvement on the 05/06 outturn.
- 8.3.9 July saw 40 out of 46 minor planning applications (87%) determined in 8 weeks exceeding our 83% target and beating the government target (65%).
- 8.3.10 47% of planning application appeals have been allowed against the authority's decision to refuse permission. This relates to 27 out of 58 cases from April to July and is above our 30% target for 2006/07 as well as being higher than the 32% outturn for 2005/06.
- 8.3.11 The number of seasonally adjusted visits to our sports and leisure centres at 1,132,413 continues to be above the target of 1,083,445
- 8.3.12 The parks cleanliness index of 86 in the year to July, continues to exceed the target of 80.
- 8.3.13 The average number of days to repair streetlights was 3 days in July just below the target of 3.5 days with the year to date position rising to 2.1 days.
- 8.3.14 Faults relating to power supply handled by our District Network Operator (DNO) - currently EDF – saw performance deteriorate to 48 days for July from under 4 days in June. This was caused by a single fault in Bounds Green Road where 20 columns were off for the whole month and EDF were unable to find the fault or where the problem stemmed from. The problem was caused by a sub contractor upgrading the network for EDF and disconnecting the supply cables. The year to date position of 18.7 days is still better than the target 20 days.

## **8.4 Finance**

- 8.4.1 As reported in June the revenue budget has some pressures and variations that the directorate are going to contain within the approved budget. The main budget pressure is in Property Services regarding a potential £400k under-achievement of commercial rent income of which £300k is in Technopark and £100k on Industrial and Commercial/Community Buildings portfolios. The number of vacant units has grown and the service is carrying out marketing to

attract new tenants. In particular Property Services have commenced a review of Technopark to identify how to reduce this potential shortfall. There are no capital budget variations reported at this stage.

#### Council Tax and Business Rates

- 8.4.2 92.8% of Council tax was collected in July missing the 93.75% target, the year to date position is also slightly short of the target. (BV9)
- 8.4.3 The collection of business rates in July '06 at 99.7% exceeded the set target. (BV10)

#### Invoice payments (BV8)

- 8.4.4 88.1% of invoices were paid in 30 days in July raising the year to date to 85.3% against a 92% target set for the year. This is being monitored carefully with services to further improve performance.

#### Benefits

- 8.4.5 The average speed of processing a new claim further reduced to 43 days in July. Performance has begun to improve as the service continue to identify the current barriers to achieving standard.
- 8.4.6 Performance on the amount of Housing Benefit overpayments recovered over the year has been encouraging and the year to date position of 59% is close to the 06/07 target and on course to meet the annual performance standard.

### 8.5 Chief Executive's

- 8.5.1 As reported last month there are no revenue and capital budget variations reported at this stage.
- 8.5.2 There were 175,607 visits to our libraries in July '06 equating to nearly 9.5 visits per head of population in the year exceeding our target for 2006/07 of 9 visits per head. The cost per visit/ interaction to our libraries in the year to date is £2.28.
- 8.5.3 There were 176 domestic burglaries in July which seasonally adjusted and scaled to an annual equivalent is inside the target. However burglaries in the year to date (836) when seasonally adjusted and scaled to an annual equivalent of 2,794 are just above the target of 2,711 for 06/07.

## 9 Customer Focus

- 9.1 The July balanced scorecard shows 65% of customer focus indicators on or near target, this contrasts with 11 out of 15 (73%) red lights in the July appendix, this is due to the inclusion in the scorecard of a number of perception measures which are reported on annually e.g. data from the resident survey.



- 9.2 Some additional service perception measures may be introduced to the scorecard in the coming months. Environment directorate has started to collect resident satisfaction data in all the areas currently included in the CPA service assessment and intends to report this information in the scorecard. The first set of data has just become available and will feature in the next report and be subsequently reported two to three times a year.
- 9.3 Performance on complaints handling timescales is disappointing with only stage 3 reviews hitting target. In July 138 (69%) of complaints at stage 1 (local resolution) were responded to within the tighter 10 working day timescale against a target of 80%. For the more complex service investigation (stage 2), 18 out of 21 (86%) of complaints were resolved within the 25 working day timescale in July, ahead to the 80% target but the year to date position of 71% still falls short of expectations.
- 9.4 In the year to July 15 of the 16 (93.8%) stage 3 complaints (independent review) received were completed with just one falling outside the new 20 working day timescale.
- 9.5 Of Members enquiries cases closed in July 301 (80%) were handled within the 10 working day timescale, this matches the 80% (1,153) cases in the year to date, both falling short of the 90% target.
- 9.6 66% of Freedom of Information (Fol) requests were actioned within the 20 day timescale in July, against a target of 70% excluding Homes for Haringey requests.
- 9.7 79.2% of Council wide telephone calls were answered within 15 seconds in July, exceeding the target of 77%.
- 9.8 Customer Services performance is continuing to show improvement. 49% of call centre calls were answered within 15 seconds in July, up from 33.5% in June and 13% in May, although still well short of the 70% target for the year. In addition the average queuing time in July further reduced to 43 seconds from over 3 minutes in April.
- 9.9 The cost per transaction for customer services is £4.42. This is the total cost of customer services not excluding corporate activities. The benchmark is the 05/06 outturn of £4.43.

## **10 Organisational Development/ Capacity**

- 10.1 Some staff survey results were reported in the June report and it hoped to include a wider and more representative selection of results in future reports.

### **Sickness**

- 10.2 The average number of working days lost to sickness per full time equivalent employee in the year to July is 8.83 days per annum creeping outside our 8.8 day target but still an improvement on last years outturn of 10.4 days. This will be closely monitored during the year to ensure the target is met for the year.

## 11 Performance Summary

- 11.1 In summary the balanced scorecard shows that for service delivery 69% of indicators are on target or close to the end of year target at the end of July. For 20 of the 31 (65%) customer focus measures, performance targets are being met or close to being met. For financial health 24 of the 33 measures achieved green or amber status, meaning for 73% of indicators performance levels are achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators including the recent staff survey results show that for 13 of the 16 (81%) measures, performance is meeting or close to expectation. Overall 70% of indicators are achieving or close to achieving target. In addition 65% of indicators have maintained or improved performance since the end of last year.

## 12 Summary - Budget Monitoring

- 12.1 Overall revenue budget monitoring shows a projected net overspend of £4.6m and this is 1.26% compared to the approved net budget. Therefore this is rated red as this variation is above 1%.
- 12.2 The aggregate revenue projected position in 2006/07 is as shown in the following table.

General Fund revenue	Approved Budget	Projected variation
	£m	£m
Children (including asylum seekers)	215.9	2.3
Social Services	54.3	2.6
Housing	(1.2)	(1.6)
Environment	51.7	0.5
Finance	9.6	0
Chief Executive's	25.4	0
Non-service revenue	10.8	0.8
<b>Total</b>	<b>366.5</b>	<b>4.6</b>

- 12.3 As reported last month the variation in Non Service Revenue is in relation to the delayed achievement of procurement savings. There is a likely shortfall of £0.8m in the £1m agreed procurement savings this year. Various new procurement review projects have been initiated and in addition spend analysis reports are being completed by each service to review for other potential efficiency projects. Energy procurement has been reviewed and savings are possible from the 1st October contract renewal date although savings will be influenced by market volatility and need to be carefully quantified.
- 12.4 The aggregate capital projected position in 2006/07 is as shown in the following table. As previously reported the Children's Service is currently working on a revision to the three year programme which will take account of slippage and other factors. A revised three year programme taking account of this will be reported to the Executive in due course.

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children	45.3	10.6	0.1
Social Services	7.4	0.6	(0.3)
Housing – General Fund	2.6	0.4	0
Housing – HRA	19.2	0.6	0
Environment	18.0	2.5	0
Finance	5.6	0.8	0
Chief Executive	14.3	1.5	0
<b>Total</b>	<b>112.4</b>	<b>17.0</b>	<b>(0.2)</b>

### 13. Financial administration

13.1 Financial regulations require proposed budget changes to be approved by Executive. These are shown in the table below. These changes fall into one of two categories:

- budget virements, where it is proposed that budget provision is to be transferred between one service budget and another. Explanations are provided where this is the case;
- Increases or decreases in budget, generally where notification has been received in-year of a change in the level of external funding such as grants or supplementary credit approval.

13.2 Under the Constitution, certain virements are key decisions. Key decisions are:

- for revenue, any virement which results in change in a directorate cash limit of more than £250,000; and
- for capital, any virement which results in the change of a programme area of more than £250,000.

Key decisions are highlighted by an asterisk in the table.

13.3 The following table sets out the proposed changes. Each entry in the table refers to a detailed entry in the appendices, which show the budgets that it is proposed to change. There are two figures shown in each line of the table and the detailed sheets. The first amount column relates to changes in the current year's budgets and the second to changes in future years' budgets (full year). Differences between the two occur when, for example, the budget variation required relates to an immediate but not ongoing need or where the variation takes effect for a part of the current year but will be in effect for the whole of future years.

13.4 Proposed virements are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
--------	---------	-----	-----------------------------	--------------------------	-------------

4	Environment	Cap*	-1,885		Adjustment of budget for Lordship Recreation Ground to reflect approved external funding.
4	Environment	Cap	-121		Reduced prudential borrowing requirement for year 2 of leisure investment.
4	Environment	Cap*	-630		Tottenham Hale Residential development – rephrasing of project funded by GAF.
4	Environment	Cap*	360		Hornsey High Street project funded by Section 106 monies.
4	Environment	Cap	15		Bus stop relocation outside Chestnuts Primary School funded from TFL monies.
4	Environment	Cap	-175		Improvement and repairs programme (HMO) is revenue.
4	Environment	Rev	175		Improvement and repairs programme (HMO) is revenue
4	Environment	Cap	150		Investment in sustainable energy work is capital.
4	Environment	Rev	-150		Investment in sustainable energy work is capital.
4	Environment	Rev	50		Realign income budget to reflect latest projections re Leisure project prudential borrowing project.
4	Environment	Cap	40		DEFRA funding for Ferry Lane contaminated land.
4	Chief Executives	Rev	-315	-315	Reduction in voluntary groups budgets to reflect funding.
4	Chief Executives	Rev	95		Healthy Alliance contribution from Enfield Council.
4	Chief Executives	Rev	283		Healthy Alliance contribution from Haringey NHS.
4	Chief Executives	Rev	260		LDA funded Sub Regional Engagement programme.
4	Chief Executives	Rev	70		LDA funded ULVP Programme and Research management.
4	Chief Executives, Children's	Rev	89	89	Transfer of NSPCC grant expenditure budget from CES Strategy to Children's Services.
4	Chief Executives, Environment	Rev	40		Transfer of budgets from Environment to Customer Services to reflect revised costs of enforcement services.
4	Children's	Rev	107		Additional DSG funding to reflect final settlement.

#### 14. Recommendations

14.1 To note the report.

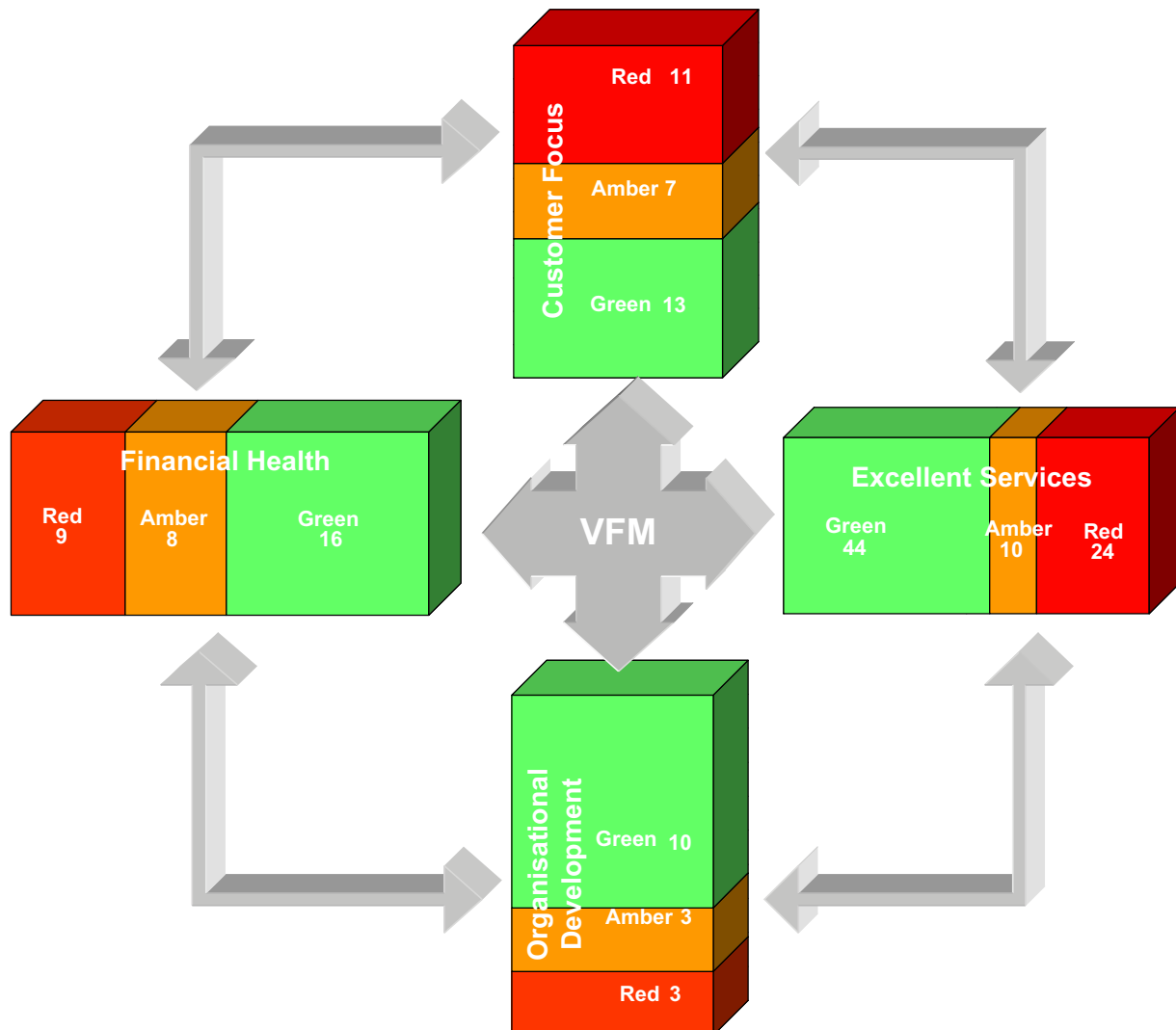
14.2 To agree the virements set out in section 13.

#### 15. Use of Appendices

Appendix i. July balanced scorecard/ Performance summary

July 2006

# Haringey Corporate Scorecard



## Monthly Performance Review - 2006/07

July 2006

Key:



Same as last year

Red

Performance missing target



Better than last year

Amber

Performance close to target



Worse than last year

Green











Performance on target

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
<b>Children &amp; Young People's Service Monthly indicators</b>																	
Excellent services	BV 43a	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice.														→	
		7 cases in July. 43 in Apr-July														100%	
		100%	100%	100.0%	100.0%	100.0%									Green	Green	99%
Excellent services	BV 43b	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice.														↑	
		7 cases in July. 43 done on time out of 47 in Apr-Jul														91.5%	
		85%	94.1%	77.8%	92.9%	100.0%									Green	Green	85%
Excellent services	BV 49 A1	<b>Stability of placements of children looked after by the authority by reference to the % of children looked after on 31st March</b> <i>CPA Key Threshold</i> Owing to an improvement in recording, this figure is expected to continue to rise slightly, but will remain well inside the top banding and in line with our target.														↑	
		13%															
		13%	10.5%	11.1%	11.6%	11.6%									Green		13%
Excellent services		<b>Not in Education, Employment or Training (NEETs)</b>  There is now a new national system for allocating NEETs by the postcode of the client rather than the postcode of the office they happen to visit. Connexions who manage the data have also advised that there are some issues with the data which are being looked at. They are also looking at recalculating last April and June figures under the new system to see how they compare with current figures. However it does look as though the figures may not change significantly from the new higher figures.														↓	
		14.8%															
		14.8%	10.3%	10.6%	16.9%	15.7%									Red		12.9%
Excellent services	BV 161 A4	<b>Employment, education and training for care leavers: The % of those young people who were looked after on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19</b> <i>LPSA Indicator Target 65% based on 60-70 clients. Cumulative indicator.</i> Although the July figure is low, based on the cohort of young people who are to turn 19 in the remainder of the year, we are still on track to achieve the target of 70%.														↓	
		68%															
		68%	25.0%	62.5%	83.3%	63.6%									Red	Red	70%
Excellent services	BV 162 C20	<b>Reviews of child protection cases: The % of child protection cases which should have been reviewed during the year that</b> <i>CPA Key Threshold</i> Excellent performance has been sustained in this area in the year to date with robust systems in place to ensure this continues. All 59 reviews due in July took place in timescale															
		99%															
		99%	100.0%	100.0%	100.0%	100%									Green	Green	100%
Excellent services	BV 163 C23	<b>Adoptions of children looked after: The number of looked after children adopted during the year as a % of the number of children looked after at 31 March who had been looked after for 6 months or more at that date.</b> <i>CPA Key Threshold</i> We are on track to achieve a further thirteen adoptions in the year: All but four of these children are already placed with the proposed adopters. In addition there are at least six special guardianship orders linked to present proceedings which should be granted in the next six months making a total of 24.														↑	
		6%															
		6%	0.0%	3 adoptions 0.9%	0.0%	2 adoptions 0.6%									Amber	Amber	7%
Excellent services	L60	<b>SSI 50: % of all children on the register (excluding those missing and registered in the last week of the month) who were visited within the calendar month</b>														↑	
		Improved recording procedures allowing social workers to directly input their visits onto the system should ensure maintained progress with this indicator.															
		92%	87.0%	89.0%	92.0%	95%									Green		96%
Customer Focus	Local	<b>Children's act complaints - Stage 1 responded to in 14 days</b>														↓	
		6 out of 11 cases closed in the year to date were on time, none out of 2 in July.														55%	
		69%	66.7%	66.7%	66.7%	0%									Red	Red	80%
Customer Focus	Local	<b>Children's act complaints - Stage 2 responded to in 28 days</b>														↓	
		No cases closed in April, May or June. The case closed in July was out of timescale but completed within 90 Days														0%	
		8%	None	None	None	0%									Red	Red	40%
Financial Health	Unit Cost	<b>Cost of service per child (Play)</b>															
		£															
			3,341	3,806	4,197	5,012									Red		2,763
Financial Health	Unit Cost	<b>Cost of service per child (early years)</b>															
		£															
			16,687	16,687	16,628	16,517									Red		14,606

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Financial Health	Unit Cost	Cost of service per looked after child															
		This represents the cost of looked after children excluding those in secure accommodation in accordance with PAF indicator B8. The methodology for calculating this is under review. Costs associated with looked after children over 16 years of age have previously been incorrectly classified. This, therefore, means that the unit cost is higher than previously reported and estimated.															
		£931	£883	£899	£905	£920									Amber	£908	
Environment Monthly indicators																	
Excellent services	BV 109a	% of major planning applications determined within 13 weeks (Gov't target 60%)															
		CPA Key Threshold 2 cases in July. 4 out of 6 on time in Apr-Jul														67%	
		86.05%	50%	no cases	50%	100%								Green	Amber	82%	
Excellent services	BV 109b	% of minor applications determined in 8 weeks (Gov't target 65%)															
		CPA Key Threshold 40 out of 46 on time in July. 123 out of 134 in Apr-Jul.														90.6%	
		81.52%	89.5%	93.8%	93.1%	87%								Green	Green	83%	
Excellent services	BV 109c	% of other applications determined in 8 weeks (Gov't target 80%)															
		CPA Key Threshold 109 out of 127 on time in July, 450 out of 491 in Apr- July														92%	
		92%	98%	90.6%	92.7%	86%								Green	Green	92%	
Excellent services	BV 204	% planning application appeals allowed against the authority's decision to refuse.															
		9 out of 15 in Jul, 27 out of 58 in Apr-Jul														47%	
		32%	43.8%	44.4%	38.9%	60%								Red	Red	30%	
Excellent services	BV 215a	Average days to repair street lighting faults (except faults relating to power supply - see below)															
		The performance contract remains on target delivering first line repairs under the target time scale.														2.09	
		1.92	2.08	1.68	1.91	2.96								Green	Green	3.50	
Excellent services	BV 215b	Average days to repair street lighting power supply related faults, once they are with our District Network Operator (DNO)															
		Our District Network Operator (electricity supplier) is EDF Although YTD performance is still within target, this month's performance is disappointing. This has been caused by a single fault in Bounds Green Road where 20 columns were off for the whole month and EDF were unable to find the fault or where the problem stemmed from. The problem was caused by a sub contractor upgrading the network for EDF and disconnecting the supply cables.														18.7	
		21.96	9.75	2.13	3.73	48.71								Red	Green	20.0	
Excellent services	BV 218a	% of reports of abandoned vehicles investigated within 24 hrs of notification															
		Excellent performance														98.1%	
		96.0%	94.2%	100.0%	97.9%	99.6%								Green	Green	90.0%	
Excellent services	BV 218b	% of abandoned vehicles removed within 24 hrs (from when the LA is legally entitled to remove them)															
		Excellent performance - the trend is expected to continue.														97.0%	
		93%	92.6%	96.8%	100.0%	98%								Green	Green	90%	
Excellent services	BV 82ai+bi	% of household waste which has been recycled or composted															
		CPA Key Threshold The roll out of new commingled rounds, which is due to take place in September, and the new doorstep recycling scheme for estates, which is due to commence in October, will help to improve the recycling rate for this year. (Note: Data has been recalculated from April and restated accordingly).														20.3%	
		19.8%	19.6%	20.5%	20.6%	20.6%								Red	Red	22%	
Excellent services	BV 84a	Kg of household waste collected per head (seasonally adjusted annual equivalent)															
		Amber is awarded if performance is top quartile (London 2005/06 est.). CPA upper threshold is 355 The waste tonnage for July continues to be higher than expected. This also affects the recycling rate. The investigation into tipping records has raised a number of issues which may be adversely affecting this indicator. These issues relate to Haringey Accord and these are being pursued to determine whether adjustments to this indicator are required. If so it should be possible to make adjustments to this indicator from August onwards. The outcome of this investigation could also have an affect on the recycling rate. (Note: Data recalculated from April and restated accordingly).														372.9	
		364.40	343.13	402.73	378.2	371.60								Amber	Amber	355	
Excellent services	BV 99a	Number of casualties - People killed or seriously injured (KSI). Seasonally adjusted annual equivalent.															
		Figures here (actuals in brackets) are the latest available from TfL. Trend arrow is from 1994-8 average.														118 (49)	
		2005	Jan	Feb	Mar	Apr	May							Red	Green	124 in 2006	
Excellent services	BV 99c	Number of casualties - People slightly injured. Seasonally adjusted annual equivalent (actual)															
		Figures here (actuals in brackets) are the latest available from TfL. Target is from Mayor of London's Strategy. Trend arrow is from 1994-8 average.														595 (248)	
		2005	Jan	Feb	Mar	Apr	May							Green	Green	849 in 2006	
		712	546 (47)	545 (42)	382 (33)	760 (60)	748 (66)										






Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	Was BV 88	Number waste collections missed per 100,000 household waste collections (from Accord)															
		A slight increase this month, but performance remains on target.														121.32	
		129.41	113.39	121.08	123.95	126.80									Green	Green	130
Excellent services	Local	Sports & Leisure usage (seasonally adjusted annual equivalent) Figures seasonally adjusted to a profile supplied by Recreation.															
																1,132,413	
		910,749	1,070,115	1,148,567	1,120,812	1,179,673									Green	Green	1,083,445
Excellent services	Local	Parks cleanliness Index to be phased out as BV199 becomes available more regularly															
																85.69	
		80.92	84.10	86.87	83.70	83.45									Green	Green	80
Excellent services	CPA E32	Trading standards visits to high risk premises. No done / no due															
		We have brought forward inspections from months ahead in order to smooth the peak in the coming months.														119% (25 visits)	
		100%	100% (1 visit)	100% (5 visits)	67% (8 visits)	367% (11 visits)									Green	Green	75
Excellent services	BV217	Pollution Control - % of improvements carried out of those due Calculated as 100% minus % of those due <b>not</b> carried out.															
		No improvements have been done as there are no outstanding improvements required in respect of our EPA permitted processes.														100%	
		100%	100%	100%	100%	100%									Green	Green	99%
Financial Health	Local	Debt recovery – parking income recovery target (%)															
		Recovery rate remains at 61% for a fourth month.														61%	
			61%	61%	61%	61%									Green	Green	61%
Financial Health	Unit Cost  £	Projected waste collection costs per tonne															
		The projected waste collection cost per tonne is back on target as the previously reported overspends in this area are now to be contained within the currently approved budget.														£72	
			£72	£73	£73	£72										Green	Green
Financial Health	Unit Cost  £	Projected net cost of service per parking ticket issued Surplus shown as minus (-)															
		The net cost of service per PCN issued remains on target. The shortfall of £0.5m being reported on the parking account primarily comprises income from parking permits and non PCN fees and charges, which does not affect this indicator.														£13.40	
			-£13.40	-£13.40	-£13.40	-£13.40										Green	Green
Social Services Monthly indicators																	
Excellent services	Ex. BV 185  HfH	The % of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment.															
		IT shedding system - Opti time - in place. New performance management systems being introduced to optimise use of optitime and ensure appointments are made and kept. Daily exception reporting being introduced.														91.97%	
		91%	91.9%	94.51%	91.4%	95.98%									Amber	Red	99%
Excellent services	BV 212 LHO 4  HfH	Average relet times for local authority dwellings let in the financial year (calendar days) Was BV 68															
		Voids improvement plan in place and dedicated voids improvement manager. Extra resources in lettings team. Work underway to improve performance management and reports available to allow better identification of exceptions.														50.4	
		29.00	33.63	38.04	46.58	71.75									Red	Red	27
Financial Health	BV 66a  HfH	Local authority rent collection and arrears: proportion of rent collected Year to date only															
		New performance management regime has been introduced following creation of specialist income collection teams. Focus on ensuring all appropriate action has been taken where arrears are increasing.															
		97%	93.5%	96.0%	95.8%	95.15%									Red	Red	97.5%
Financial Health	BV 66b  HfH	Percentage of tenants with more than seven weeks rent arrears Year to date only															
		Focus on tenants with low level and increasing arrears to prevent debt building up. Out of hours phoning of tenants and close performance management of action taken.															
		13.1%	13.6%	14.2%	14.49%	14.51%									Red	Red	10.0%
Excellent services	(BV73) LHO 6  HfH	The average time taken to complete non-urgent responsive repairs (calendar days)															
		Repairs improvement plan in place and new management resources being put in place to deliver this.														15	
		13.98	17.71	16.86	11.87	12.63									Green	Red	14
Excellent services	(BV 72) LHO 5 HfH	The % of urgent repairs completed within Government time limits.															
		Repairs improvement plan in place and new management resources being put in place to deliver this.														94.4%	
		98%	95.9%	93.4%	95.2%	92.6%											97%



Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	BV 184a	<b>The proportion of local authority homes which were non 'decent'</b>  <i>As this pi is measured at the beginning of the year we always know the outturn in advance . Year to date only.</i> 05/06 outturn 50% 06/07 outturn 44.7%. Monthly target based on 0.225% reduction each month.															Target 07/08
	2007/8 HfH																
			44.7%	44.5%	44.4%	44.5%	44.5%									Amber	42%
Financial Health	Unit Cost HSG	<b>Cost per Private Sector Lease</b>															
			£872.65	£852.43	£862.57	£866.91										Amber	£842.24
Financial Health	Unit Cost HSG	<b>Cost per Nightly Rated Accommodation</b>															
			£40.77	£40.71	£40.91	£40.93										Amber	£40.20
Excellent services	BV 64	<b>Private sector dwellings that are returned to occupation or demolished during the year as a direct result of action by the local authority. (Annual equivalent - actuals in brackets).</b>															
	HSG																
			414	48 (4)	132 (11)	156 (13)	36 (3)									Red	93 (31)
Excellent services	BV 183a	<b>The average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.</b>  We are currently reviewing the use of hostels as temporary accommodation. At present, no new families are being placed in shared facility hostels.															
	HSG																
			0	0	0	0	0									Green	0
Excellent services	BV 183b HSG	<b>The average length of stay (weeks) in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.</b> <i>Indicator for 05/06 onwards changed in May 2006 to exclude hostel provision ending prior to April 2004.</i> No families were placed in a shared hostel in July. Data analysis underway to look at families leaving hostel accommodation.															
	Excellent services	based on BV 213	<b>Approaches from households who considered themselves as homeless to the local housing authority's housing advice service where advice/intervention resolved their situation.</b>  <i>Annual equivalent shown (actuals in brackets)</i>														
HSG																	
			264 (22)	324 (27)	156 (13)	828 (69)										Green	393 (131)
Excellent services	BV 54 C32 Soc	<b>Older people helped to live at home per 1000 population aged 65 or over</b>  Performance has dropped due to data cleansing on Framework I - still remains in top paf banding															
	Excellent services	BV 55 D40 Soc	<b>Adult and older clients receiving a review as a percentage of those receiving a service</b> <i>This is a joint (older people and adults) indicator.</i>  There are a number of outstanding reviews across our client groups and this has been identified as a priority. Each area has started to take action to tackle this problem and we have moved to a position of reporting on this on a weekly basis to monitor progress.														
		44%															
Excellent services		BV 56 D54 Soc	<b>% of items of items of equipment &amp; adaptations delivered within 7 working days</b> <i>CPA Key Threshold</i> 650 items of equipment and adaptations were delivered in July and 580 were delivered within the 7 working days time frame														
		86%															
	Excellent services	BV 58 D39 Soc	<b>% of people receiving a statement of their needs and how they will be met.</b> <i>Joint Indicator for Adults &amp; Older People - Deleted as BVPI from 05/06</i> We are expecting to start to see an improvement in this area. Staff have been instructed as and when reviews are completed they must remember to enter on the system that they have issued a statement of need. It is important to understand that whilst we may put this on for new clients coming into the system if our existing clients indicate that they have not had their statement we will not show the improvement needed here - so the review process will help us tackle that.														
		69%															
Excellent services		BV 195 D55 Soc	<b>Acceptable waiting time for assessment - average of (i) % where time from initial contact to first contact is less than 48 hours &amp; (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks</b> <i>CPA Key Threshold. This PI is based on acceptable waiting times for assessment for new older clients (65+).</i> D55i - For new older clients where contact is less than or equal to 48 hours - 50.2% D55ii - For new older clients where contact is less than or equal to 4 weeks - 45.4% We are now looking at data in this area on a weekly basis and investigation what the issues are around performance														
		59%															
	Excellent services	BV 196 D56 Soc	<b>Acceptable waiting time for care packages - % where the time from completion of assessment to provision of all services in a care package is less than or equal to 4 weeks</b> <i>CPA Key Threshold. This PI is based on acceptable waiting times for care packages for new older clients (65+).</i> Performance has improved this month and we are now providing weekly reports on this to our management team.														
		74%															

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	Paf C72 Soc	Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care per 10,000 older people population CPA Key Threshold (using 2004 mid year estimate population of 21,000)														↑	
		70	34.30	37.00	48.00	63.00										Green	70
Excellent services	Paf C62 Soc	The number of carers for Adults & Older People receiving a carer's break or specific carer's service as a proportion of all Adult clients receiving a community based service  Currently we are unable to use Framework I to collect the relevant information to accurately report on performance in this area. We are currently working on a project to pick up information from the panels approving these services to compare the manual system to our database. DMT have considered a report on the problems in this area and have agreed a way forward to resolve this problem.														↑	
		6%	5.0%	3.0%	2.5%	2.6%										Red	12%
Excellent services	BV 201 C51 Soc	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised) CPA Key Threshold														→	July Target
		122	122	124	121	118										Red	131
																	150
Customer Focus	Local Soc	NHS & Community Care Act Complaints - Stage 1 responded to within 14 days  Ten out of 12 cases responded to on time, 4 out of 5 in July														↑	
		71%	100.0%	80.0%	66.7%	80%										Green	80%
Customer Focus	Local Soc	NHS & Community Care Act Complaints - Stage 2 responded to within 28 days  The two responses sent this year, one in May one in July, where both out of time but within 90 days.														→	
		0%	None	0%	None	0%										0%	
																Red	50%
Financial Health	Unit Cost Paf B17 Soc	Cost of home care per client  Updated as per PSSEX1 submission														→	
		£18.45	£20.60	£20.60	£20.60	£20.60										£20.60	
																Red	£15.50
Financial Health	Unit Cost Paf B12 Soc	Cost of intensive social care per client														↓	
		£619.00	£632	£661	£712	£729											
																Red	£590
Finance Monthly indicators																	
Financial Health	BV 8	The percentage of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority														↓	
		89%	88.3%	81.9%	83.1%	88.1%										85.3%	
																Amber	92.0%
Financial Health	BV 9	The percentage of council taxes due for the financial year which were received in year by the authority.  The performance has remained constant														→	
		93.35%	93.7%	93.0%	93.9%	92.8%										93.24%	
																Red	93.75%
Financial Health	BV 10	The percentage of non-domestic rates due for the financial year which were received in year by the authority.  The performance has remained constant.														↑	
		98.98%	99.3%	99.4%	99.4%	99.7%										99.5%	
																Green	99%
Excellent services	PM1	Average speed of processing new claims (Standard 36 days) Measured in days Performance is improving as we continue to eliminate the current barriers to achieving standard.														↓	
		41	50	56	49	43										49.7	
																Red	36
Financial Health	PM7	Performance Indicator for the amount of HB overpayments recovered during the period as a percentage of total amount of HB overpayments identified during the period.  Performance over the first four months has been encouraging and on target to meet the annual performance standard.														↑	
		54%	66%	51%	58%	49%										59%	
																Red	60%
Financial Health	PM9	Performance Indicator for the amount of HB overpayments written-off during the period as a percentage of total amounts of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.  The monthly performance output is cumulative and on course to meet the annual target.														↑	
		4%	2.9%	0.2%	0.3%	0.14%										0.74%	
																Green	2%
Excellent services	PM11	What is the percentage of data-matches resolved within 2 months?  Excellent monthly performance continues														→	
		100%	100.0%	100.0%	100.0%	100%										100%	
																Green	91%
Financial Health	Fin 1	Overall revenue budget monitoring Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red															
			0.4%	0.9%	1.0%	1.26%											
																Red	
Financial Health	Fin 2	Overall capital budget monitoring Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red															
			0.0%	0.0%	0.0%	0.0%											
																Green	

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Financial Health	Fin 3	Projected general fund reserves – projected unplanned use of balances <i>Under 20% green, 20% to 40% amber, over 40% red</i>															
			12.0%	12.0%	12.0%	12.0%									Green		
Financial Health	Fin 4a	Treasury management- Exposure to Variable interest rates <i>- Remain within upper limit of 30% = green, between 30% and 50% amber, over 50% red</i>															
			0.0%	0.0%	0.0%	0.0%									Green		
Financial Health	Fin 4b	Treasury management - Authorised Limit for external debt <i>- remain within 95% = green, 95% to 100% = amber, over 100% = red</i>															
			91.2%	91.2%	91.2%	91.2%									Green		
Financial Health	Fin 4c	Treasury management - The Council's operational boundary for external debt. <i>- remain within 95% = green, 95% to 100% = amber, over 100% = red</i>															
			94.3%	94.3%	94.3%	94.3%									Green		
Financial Health	Fin 5b	Debt recovery - Overall Sundry debt. Reduction of Over 211 day debt from £8.80m @ 2005/6 year end to £5.74m by end of 2006/7. Reduction required = £255k per month														↑	
		Target	£8.803m	N/A	£8.293m	£8.038m	£7.783M	£7.528M	£7.273M	£7.018M	£6.763M	£6.508M	£6.253M	£5.998M	£5.74M		
		Actual	£8.803m	N/A	£8.603m	£8.326m	£8.118M									Red	£5.74M
Financial Health	Unit Cost	Cost of office accommodation per sq metre (corporate property)														↑	
		This is an annually calculated figure produced to arrive at the annual charge out of office accommodation and is based on budgeted figures and m2 managed at that time. Obviously we are keeping the actual expenditure under review as well as any material increases in m2. These are likely to be only variants so the figure will not be changed monthly														£214.91	
		£230.13	£214.91	£214.91	£214.91	£214.91									Green	£214.91	
Chief Executive's Monthly indicators																	
OD	BV 12	Working days lost due to sickness per FTE employee <i>FTE = full time equivalent. Shown as annual equivalent. The year to date figure includes some late reported sickness inevitably missing from Monthly figures</i>														↑	
			10.37	5.4	8.25	8.23	8.69								Green	Amber	8.80
Excellent services	was BV 117	The number of physical visits per 1,000 population to public libraries <i>Deleted as BVPI from 05/06 - shown as an annual equivalent</i>														→	
			9,850	9,016	10,267	9,348	9,387								Green	Green	9,000
Customer Focus	Local	Members' Enquiries, percentage responded to within 10 working days  301 on time in July, 1,153 on time in the year to date														↓	
		85%	84%	77%	78%	80%									Red	Red	90%
Customer Focus	Local	Local Resolution complaints (stage 1) responded to within 10 working days <i>*05/06 Threshold was 15 days</i> 138 on time in July oot 200, 538 on time out of 767 in the year to date															
		80%*	70.6%	70.1%	71.1%	69.0%									Red	Red	80%
Customer Focus	Local	Service investigation complaints (stage 2) responded to within 25 working days  18 on time out of 21 in July, 60 out of 85 in the year to date														↓	
		74%	62.5%	58.3%	80.0%	86%									Green	Red	80%
Customer Focus	LCE1	Independent review (stage 3) public complaints responded to within 20 working days <i>*05/06 Threshold was 25 days</i> 15 out of the 16 in the year to date on time, all 3 in July														↑	
		94%*	100.0%	100.0%	83.3%	100%									Green	Green	90%
Customer Focus	Local	Freedom of information act replies within 20 day time scale <i>From June, this PI excludes HfH FOI requests</i> 23 on time in July, 149 in the year to date. Service Managers need to ensure steps are put in place to continue this upwards trend														↓	
		65%	66%	59%	54%	66%									Red	Red	70%
Customer Focus	Local	Waiting times - % personal callers to Customer Service Centres (CSC) seen in 15 minutes  Increasing resources to CSCs and management actions to reduce transaction times, improve productive time and productivity.														↓	
		63%	41.1%	54.1%	47.8%	49.4%									Red	Red	70%
Customer Focus	Local	Switchboard - Telephone answering in 15 seconds  Resources continue to be used elsewhere within Customer Services														↓	
		98%	97.9%	96.3%	95.4%	95%									Green	Green	90%
Customer Focus	Local	Council Wide Position - Telephone Calls answered within 15 seconds as a % of total calls <i>(total includes those that reached the busy signal and unanswered calls) From June, this excludes HfH telephone performance.</i> Above Target														→	
		79.3%	78.7%	79.7%	79.4%	79.2%									Green	Green	77%
Customer Focus	Local	Call Centre: Calls answered in 15 Secs as % of calls presented  There is an action plan for recovering this performance shortfall														↓	
		55%	11.4%	12.7%	33.5%	49.3%									Red	Red	70%

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Customer Focus	Local	<b>Call Centre: Calls answered as percentage of all calls presented</b>															90%
		There is an action plan for recovering this performance shortfall														75.6%	
		86.2%	66.4%	64.8%	83.0%	91.3%									Green	Red	
Customer Focus	Local	<b>Call Centre: Average queuing time</b>															00:40
		<i>Min:Sec</i> There is an action plan for recovering this performance shortfall.														01:58	
		00:49	03:14	02:56	01:17	00:43									Amber	Red	
Financial Health	Unit Cost	<b>Cost per transaction (customer services)</b>															£4.40
		This is the total cost of the service, including corporate activities such as FOI and telephone monitoring, divided by total transactions through the switchboard, CSCs and the Call Centre. The benchmark is the 05/06 out-turn of £4.43. The reliable measure of service performance is the YTD figure, because it smooths the effect that the number of working days each month has on volumes, but not on costs, which are relatively consistent month on month.														£4.40	
		£4.43	£4.80	£4.33	£4.08	£4.42									Green	Green	
Financial Health	Unit Cost	<b>Cost per visit/interaction (libraries)</b>															£2.28
		Monthly figures will fluctuate as visitor numbers fluctuate over the course of the year, as does spend, particularly on non-salary items. The year to date position is a more useful indicator although it will still reflect some of the seasonal trends.														£2.28	
		£2.34	£2.21	£2.02	£2.44	£2.31											
Excellent services	BV 126 (part)	<b>Domestic burglaries, annual equivalent seasonally adjusted to 2005/06 figures. Actuals in brackets</b>															2,711
																2,794 (836)	
		2,851	3,352 (241)	2,949 (240)	2,430 (179)	2,436 (176)									Green	Amber	

**Executive Meeting****On 3<sup>rd</sup> October 2006**Report Title: **Hornsey Town Hall**Forward Plan reference number (if applicable): **[add reference]**

Report of: Acting Director of Finance / Community Partnership Board

Wards(s) affected: Crouch End

Report for: Key Decision

**1. Purpose**

1.1 To agree the recommendations to deliver a viable development scheme for the future of the Hornsey Town Hall complex.

**2. Introduction by Executive Member**

- 2.1 The scheme as outlined in this report, is a means of preserving a much loved Town Hall for the use of borough residents. Additionally, it is my hope that the redevelopment site will reinvigorate the Town Hall and once again make it a hub of civic and social activity
- 2.2 The scheme is self funding in phases 1 and 2 and it is hoped that a local community trust will be formed to secure funding for stage 3 and beyond. However, we will keep this process under close review and will work alongside partners to make this possible.
- 2.3 The development of the site necessitates the relocation of some Council Services and an action plan is being drawn up between personnel and property services so we can move forward.

**3. Recommendations**

- 3.1 To agree that the development could proceed in phases, initially phase 1 and 2 with the implementation of the final phase to be subject to funding becoming available in the future.
- 3.2 To agree that the future management of the Hornsey Town Hall facilities should be transferred to an independent charitable Trust.

- 3.3 To agree to proceed with the model development brief attached as an appendix to this report which is based on the proposals contained within the report and to prepare a marketing brief in partnership with the CPB in order to take the project to the market and secure a development partner.
- 3.4 To note that the Community Partnership Board has agreed to form a Company Limited by Guarantee and registered charity ("Trust") as the next step in the formation of a Trust, for the future management of and fund raising for Hornsey Town Hall
- 3.5 To receive a report back to the Executive with a recommendation for a preferred development partner and future operational management arrangements of the Town Hall facilities in February 2007

Report Authorised by: Gerald Almeroth, Acting Director of Finance

Contact Officer: Richard Harris, Corporate Property Services

#### **4. Executive Summary**

- 4.1 The Hornsey Town Hall Community Partnership Board meets regularly to consider options for the future use and development of the site and is working with officers towards the production of a commercial development brief to enable the site to be marketed to secure a development partner to deliver a range of community, commercial and cultural uses and activities on the site
- 4.2 A decision in principal is now needed to agree the objectives for development and a timetable for taking this project to the market to find out if a suitable development partner can be identified to realise this proposal into a financially viable scheme

#### **5. Reasons for any change in policy or for new policy development (if applicable)**

- 5.1 This proposal has been noted by the Executive previously

#### **6. Local Government (Access to Information) Act 1985**

- 6.1 Background papers  
Previous reports to the Executive, 14<sup>th</sup> Feb 2002 11<sup>th</sup> March 2003 17<sup>th</sup> Feb 2004 21<sup>st</sup> Dec 2004 1<sup>st</sup> Nov 2005.  
Hornsey Town Hall Conservation Plan  
DSDHA Executive Feasibility Review (part of report contains exempt financial information)

### **7. Background**

- 7.1 The Executive of the 11<sup>th</sup> March 2003 received a report on the potential of a self financing scheme to adopt and restore the Town Hall, Assembly Hall and associated buildings. Approval was also given to instigate urgent repairs.

- 7.2 The Executive of the 17<sup>th</sup> February 2004 received a report recommending a scheme through a lead developer and inviting community and cultural organisations to work with the Council within the principal of a commercial scheme. This was noted and an Advisory Panel of community representatives set up.
- 7.3 This Advisory Panel reported to the Executive on the 21<sup>st</sup> December 2004 that a partnership between the Council and the Community involving private capital should be investigated further. To this end it was resolved to set up the Hornsey Town Hall Community Partnership Board as a working party of the Executive.
- 7.4 The Executive agreed in Dec 2004 that an evolving partnership approach would be the most effective way to secure and improve Hornsey Town Hall for the benefit of future generations in Haringey. The beginnings of this partnership were put in motion when it was agreed that a Community Partnership Board (CPB) be set up to work with the Council to review potential uses for the building and to produce a development brief for the site.
- 7.5 A key conclusion was reached and agreed that an overall solution should be sought for the whole of the site, and that sufficient value can only be generated from commercial development to cross fund the project to enable the Council and the CPB to deliver the range of community, commercial and cultural uses that has been identified through community consultation.
- 7.6 This would have the effect of not placing complete reliance on public funding to deliver this project. As the report makes clear the primary funding source is expected to be via commercial development however there will be a vigorous fund raising strategy developed to run in parallel, to access maximum public sector funding available.
- 7.7 The CPB was asked in their terms of reference, inter alia, to consider how the partnership proposed by the Advisory Panel might work including consideration of the potential role of a Trust to run and manage the retained areas of the completed scheme. Subsequent legal advice has been taken to establish the requirements and risks involved in a Trust formation and this is being progressed with the intention of having a Trust in place by the end of the year.
- 7.8 A Planning Brief was adopted by the Council as Supplementary Planning Guidance in Dec 2004.
- 7.9 An Acoustic Containment Study was commissioned on the Public Halls to assess the viability of amplified music to assist the architects in costing the various use options.
- 7.10 Ongoing public consultation and engagement regarding the proposed community, commercial and cultural uses for the site has been undertaken, the results considered and assessed on a structured scoring exercise assessing the uses against social and economic criteria.

- 7.11 A costed Feasibility Study, led by architects, and supported by a cost consultant, a commercial development surveyor, a sustainability consultant and an architectural historian has been commissioned based on a brief to maximise the commercial return of the scheme based on the community and cultural uses identified through the public consultation. The final report identifies a preferred scheme and forms the basis of the recommendations detailed within this report.
- 7.12 An outline revenue business case for the ongoing management of the preferred scheme shows that a financially viable project can be delivered. This business case is being refined and will form part of the Development Brief.
- 7.13 Pre Application consultation and meetings have been held with the Heritage Lottery Fund around grant funding for the scheme.

## **8. Proposals**

- 8.1 A vision for the site has been agreed;  
“A vibrant arena for all, harnessing a spirit of progress, creativity and enterprise for future generations of Haringey, London and beyond”

Six key objectives have been established

1. Help unite East and West, North and South of the Borough and beyond
  2. Open a place within the site for young people in particular to use and own
  3. Deliver a welcoming public space, open to all in which we celebrate Haringey’s history and cultural diversity
  4. Evolve a centre of creativity, diversity, learning and enterprise.
  5. Become a flagship with a national and international reputation for excellence
  6. Create a sustainable future for Hornsey Town Hall.
- 8.2 The costed feasibility study that was commissioned produced a number of potential development schemes for the site. The schemes have been appraised to take account of the competing factors, namely, the financial viability of a scheme, the community aspirations and wants for the site in respect of types of use (as received through the consultation process) and the content and level of development acceptable on the site.
  - 8.3 The preferred option that is being recommended to the Executive is set out in Appendix B of this report “Revised Feasibility Study”. However, there is a funding gap based on the estimated cost of the full proposed refurbishment and restoration and the projected capital values generated from the residential and commercial developments of parts of the site. It is therefore recommended to proceed with phases one and two which involve the restoration of the Town Hall and essential works required, to refurbish the assembly hall, foyer and other Town Hall spaces for community and commercial use.
  - 8.4 As well as considering the options for the physical development of the Town Hall the Partnership Board has and will continue to consult on the needs of the community, potential end users and options for the future management of the new facilities. In preparing the outline business plan it has been highlighted that there is a need to secure a mix of long term and occasional users to ensure the



financial sustainability of the Town Hall whilst promoting the widest use by providing adequate multi use spaces.

- 8.5 In considering options for the future management of the Town Hall it has been assumed that the Council would prefer not to operate the new community facility directly. Although the option of contracting with a commercial operator may have some benefits in terms of financing the set up of the services and experience of facilities management, this has not been explored however it will be considered as part of the business planning process . The options of a community based, not for profit, organisation has been considered more fully and based on other examples of partnership working it is considered that the benefits of a community owned initiative will generate greater interest and improve the chances of realising and making the objectives sustainable.
- 8.6 It is therefore recommended that the future management of the restored and refurbished spaces within Hornsey Town Hall be transferred to a charitable Trust that shares the vision and objectives set out above and has the capability of operating the facilities for the well being of the community. The Community Partnership Board has agreed to form a Company Limited by Guarantee and becoming registered as a charity for the purposes of developing and managing these facilities for community benefit. The Trust will also seek to access grants and other funding for Phase three of the development.
- 8.7 A number of options have been considered for delivering the proposed scheme and it is considered that the most effective approach will be to engage a private sector developer/developers to undertake the proposed land development (residential and commercial) that generates capital and carry out the refurbishment and restoration of the Town Hall. As well providing an integrated development process this approach has the benefit of optimising capital values, securing appropriate commercial and construction skills, sharing of risks and greater certainty over delivery, subject to planning consent. This approach will also enable the Council and the Trust to work with the private developer in the final scheme design and retain community involvement. The proposed scheme would be based upon a development model requiring the Council and the Trust to enter into a joint agreement with a selected developer/s to procure the delivery of the project. The Council would retain the freehold of the site and grant a long lease to the development partner over those parts of the site not to be retained (the commercial and residential elements) in return for a Capital consideration that would be used to procure the repair and refurbishment works to Hornsey Town Hall as detailed in Phase 1 and 2 of the Feasibility Study. This would be subject to a defined timescale and the lease and agreement with the developer will specify controls to protect the use of the site.

## **9.0 Consultation**

- 9.1 The CPB has undertaken public engagement and consultation within the Borough in the form of meetings open days, presentations and exhibitions at Hornsey Town Hall, information packs and feedback forms. A further public

open day and exhibition took place at Hornsey Town Hall on the 8<sup>th</sup> July; the exhibition has also been taken to the Marcus Garvey and Wood Green libraries.

- 9.2 The Feedback received to date from those who attended the exhibitions has identified concern over the amount of housing proposed on the site, the total number of units and the proposed height of the development.

## **10.0 Comments of the Head of Corporate Property**

- 10.1 To proceed with phases one and two, requires an investment of £9.165m. Raising sufficient capital from the development would involve;
1. The disposal of a long leasehold interest up to 199 years on parts of the car park site including Western Park Annex (the OD & L building) for residential development
  2. The disposal of a long leasehold interest up to 199 years of the Broadway Annex and Mews Studio for residential and retail development
  3. The grant of leases on the live work units proposed in the rear wing of the Town Hall.
- 10.2 Vacation of the Town Hall is being actively pursued as part of the Accommodation Strategy. However these proposals involve further relocation of Council staff and services for which options are being costed and considered in accordance with the Accommodation Strategy, which is based on relocating all staff and services not needing to be in a locality to be base within the Wood Green hub. There is already a capacity shortfall at Wood Green and some of the services need to remain close to their current location there are therefore significant challenges in finding space and there are additional costs.
- 10.3 There is a requirement to relocate the Customer Service Centre in a central location within Crouch End. An option would be to provide space within the refurbished Town Hall with the service making a contribution to the maintenance and upkeep of the building. It would provide a community/customer hub and fit in with the overall vision for the complex.
- 10.4 The joint agreement will require the Trust to take a long lease of the areas of the Town Hall to be retained on completion of the development, and to manage these areas. This would have the effect of reducing the Councils interest and risk in the site to that of ground freeholder.
- 10.5 As part of the development process the Council and the CPB are considering the implications of securing an “anchor tenant or tenants (majority users)” for the scheme. If successful, this could have the effect of improving the projected Capital and Revenue receipts detailed in the attached Feasibility Study report. At present expressions of interest from two independent organisations have been received and are actively being considered in respect of their possible relocation to the site
- 10.6 As can be seen from the Feasibility Study there is a financial gap in the proposal for Phase 3 of the scheme. The phasing of the whole development has been

constructed in such a way that the majority of the capital receipts are realised in the early stages in order to repair the buildings and to bring back into operational use as much space as possible. This will then enable the community/cultural uses to be delivered and importantly generate revenue from commercial lettings in the scheme to enable the Trust to independently manage the site.

- 10.7 The timing of the works identified in phase 3 may not be critical to the financial viability of the preferred scheme or the Trusts ability to independently manage the site. A mixed public and private fundraising strategy is being developed specifically to address the shortfall in phase 3 together with possible private sponsorship. Phase 3 could be subdivided into stages dependent upon the level and type of finance that is secured. There is also scope within the development brief to increase the projected Capital Receipt for the residential development element. This will be subject to the input from English Heritage in respect of the use of individual buildings and the site layout in general and the Planning Department in respect of the height, density, mix and social housing requirements for the site.
- 10.8 It should be noted that there are inherent financial, business and other risks associated with the proposal to transfer the public spaces and future management to an independent Trust. These issues have been explored and will continue to be addressed as part of the outline business case, formation of Trust and governance arrangements. A full Business Plan will also be prepared with an emphasis on risk management and contingency planning. A demand assessment for the retained spaces in the Town Hall post scheme has been undertaken and this will be developed into a projected income stream to resource the retained project
- 10.9 Key dates and timescales for delivery of this project are;
- Marketing of the site based upon the development brief November 2006
  - Shortlist developers December 2006
  - Select development partner February 2007

## **11.0 Financial Implications**

- 11.1 The Executive's agreed approach to the Town Hall complex is to seek a solution that enables the restoration and refurbishment work to be carried out by reinvesting the value generated from the disposal of the ancillary space within the site for commercial and residential use.
- 11.2 The feasibility study (Appendix 2) estimates total costs of the full scheme at £15.2 million. Receipts from the long leasehold disposals, Council's contribution for roof repairs and other capital funding are estimated to be £11.4 million resulting in an initial shortfall of £3.8 million.
- 11.3 It is proposed to carry out the development in three phases for which the estimated costs and receipts are;

**£000**

## Development Costs

- Phase 1 - Exterior works and landscaping	3,536
- Phase 2 - Refurbishment Assembly Hall, Foyer Town Hall space	5,629
	<hr/> 9,165

## Funding

- Sale land to rear of Town Hall	
- ( based on low/medium density development ), long lease live work units, LBH funding for roof and other funding.	(6,506)
- Sale of Broadway annex East & West wings & Mews (currently occupied Council office space and Customer Service Centre)	(3,611)

Estimated Net surplus of Phase 1 and 2	<hr/> 952
--	-----------

## Development Costs

- Phase 3 (studio dance hall, cinema, Council chamber)	6,006
--	-------

## Funding

- Cinema premium and other external funding	(1,322)
---	---------

Estimated Net cost of Phase 3	<hr/> 4,684
-------------------------------	-------------

Estimated Net costs of whole scheme	<hr/> 3,732 =====
-------------------------------------	----------------------

As stated in this report the projected Capital receipts to fund the scheme are prudent estimates based on relevant comparable evidence. The purpose of these estimates is to financially test the scheme. It is however anticipated the market will deliver a higher capital return.

The above figures do not include the cost to relocate Council staff displaced as a result of the proposed scheme. The Council is currently considering ways of funding these relocation costs as part of its Pre-Business Planning Review and it will need to be prioritised as part of the budget setting process.

## 12.0 Comments of the Head of Legal Services

12.1 Legal Services is not involved in the formation of the Trust due to potential conflict of interest. The CPB are obtaining separate legal advice from a firm of

solicitors on the formation of the trust and registration as charity, they are being funded by Property Services. The Trust will be a Company Limited by guarantee and a registered charity as set out in paragraph 3.4. The number of trustees (10-12) are to be agreed by the CPB but two places are reserved for Councillors. They will need to be nominated by the Council in accordance with Clause 17.08 of the Constitution. A further report will be required for this purpose once the charitable purpose and incorporation documents have been agreed. It is important that the Trust remains outside the influence or control of the Council as otherwise the Charity Commission will refuse to register it.

### **13.0 Equality Implications**

- 13.1 This proposal will provide additional social housing and environmental improvements to the area. It will also provide additional community facilities accessible to all within the Borough and surrounding areas.

### **14.0 Use of Appendices / Tables / Photographs**

- 14.1 Appendix A – Community Partnership Board Timetable  
Appendix B – Revised Feasibility Study  
Appendix C – Development Brief

This page is intentionally left blank

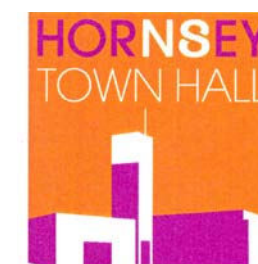
## APPENDIX A      Timetable

Activity Name	Start Date	Finish Date	Responsibility / Leader	Aug	Sept	Oct	Nov	Dec	Jan 07	Feb 07	Resource
<b><u>Feasibility Study</u></b>											
Define options and options appraisal	Sept 05	July 06	LBH/CPB								
<b><u>Business Case</u></b>											
Capital	Ongoing	Nov 06	LBH/CPB								
Revenue	Ongoing	Nov 06	LBH/CPB								
Development Model			LBH/CPB								
Fundraising	Ongoing		LBH/CPB								
<b><u>Public Consultation</u></b>	Ongoing		LBH/CPB								
Meetings			LBH/CPB								
<b><u>Marketing Brief</u></b>											
Preparation	May 06	Oct 06	LBH								
Release	Oct 06	For 6 weeks									
<b><u>Development Brief</u></b>											
Preparation, input, CPB	May 06	Aug 06	LBH/CPB								
Planning	May 06	Oct 06	LBH								
Legal	May 06	Oct 06	LBH								
English Heritage	Oct 06	Dec 06	LBH/CPB								
Period of Marketing	Oct 06	For 6 weeks	LBH								
Shortlist of developers	Dec 06	Jan 06	LBH/CPB								
Select Development Partner	Jan 07	Feb 07	LBH/CPB								

## APPENDIX A     Timetable

Activity Name	Start Date	Finish Date	Responsibility	Aug	Sept	Oct	Nov	Dec	Jan 07	Resource	
<b><u>Trust Formation</u></b>											
Governance and structure	May 06	Nov 06	<b>CPB</b>								
Business Plan	May 06	Ongoing	<b>CPB</b>								
Legals	May 06	Nov 06	CPB								
<b><u>Key decisions</u></b>											
Agree preferred development options			LBH/CPB	●29th Executive Advisory Board		●3rd Oct Council Executive					
Agree future management arrangements			LBH			●3rd Oct Council Executive					
Select development partner and recommend to Exec for approval			LBH						Feb 07		





## Hornsey Town Hall Project

**For Hornsey Town Hall  
Community Partnership Board**

Executive Summary Report

22 06 06



**Deborah Saunt David Hills Architects**  
8 Iliffe Yard  
London  
SE17 3QA

T 020 7703 3555  
F 020 7703 3890

E [info@dsdha.co.uk](mailto:info@dsdha.co.uk)  
W [www.dsdha.co.uk](http://www.dsdha.co.uk)

Contents

1.0	Costed Phased Development
	Existing Site
	Phase 1 Works
	Phase 2 Works
	Phase 3 Works
	Phase 3 Overview
2.0	Pedestrian and Traffic Access

Introduction

DSDHA were appointed in September 2005 by Hornsey Town Hall Community Partnership Board to carry out a costed proposal for redevelopment of Hornsey Town Hall and Ancillary Buildings. This report summarises work carried out by the design team, the working group and the consultants.

Please note this is a summary of the document ‘Costed Proposals for Redevelopment of Hornsey Town Hall and Ancillary Buildings 31 01 06’

The content of this document focuses on illustrating a phased approach to the development of the site in order to realise a sustainable future for the Town Hall and its associated sites.

The design work has been carried out in collaboration with Davis Langdon, Quantity Surveyor, Cushman & Wakefield, Development Consultant, Energy for Sustainable Development, Sustainability Consultant and Prof. Andrew Saint, Historical Consultant to provide coordinated proposals for the Town Hall, associated land and the boundary of the site.

All drawings in this document are based on information obtained by DSDHA on behalf of the Community Partnership Board. No detailed surveys were obtained or carried out as part of the study.










Architect	Quantity Surveyor	Development Consultant	Sustainability Consultant	Historical Consultant
<b>DSDHA</b> 8 Iliffe Yard London SE17 3QA T: 020 7703 3555 F: 020 7703 3890	<b>Davis Langdon</b> Midcity Place 72 High Holborn London WC1V 6QS T: 020 7061 7000 F: 020 7061 7061	<b>Cushman &amp; Wakefield Healey &amp; Baker</b> 44/45 Portman Square London WC1V 6QS T: 020 7152 5224 F: 020 7142 5383	<b>Energy for Sustainable Development Ltd</b> 1-3 Dufferin Street London EC1Y 8NA T: 020 7628 7722 F: 020 7628 7124	<b>Prof. Andrew Saint</b> 14 Denny Crescent London SE11 4UY T: 020 7735 3863
Deborah Saunt Sam Potter	David Thornley James Starkey	Joanna Embling	Hannah Routh	

This report is protected by copyright and design rights. Any unauthorised reproduction would be an infringement.



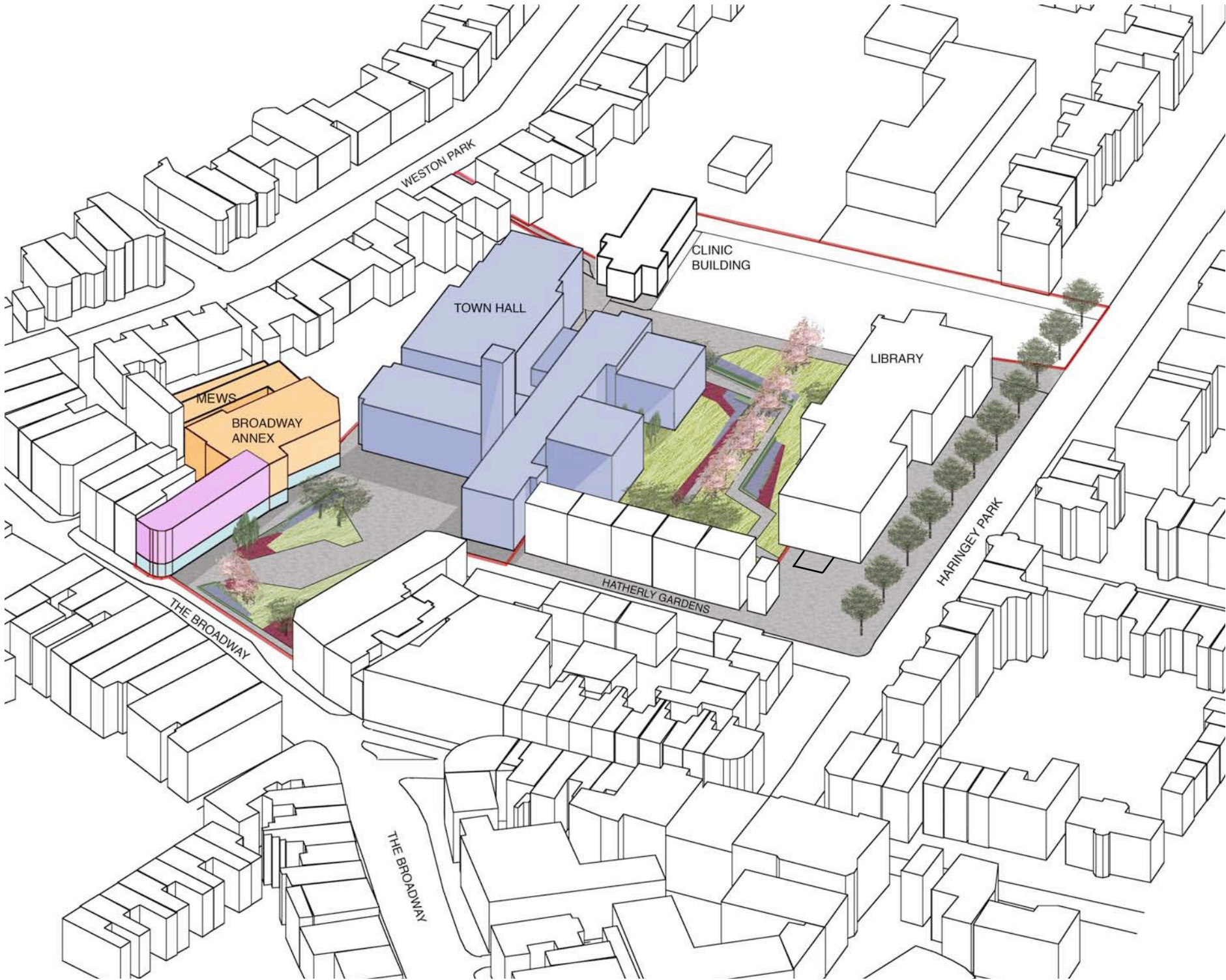


KEY:

- |   |  |   |  |   |
|---|--|---|--|---|
|  Arts/Community        |  Retail           |  Essential Works |  Construction Of New External Landscape |  site boundary |
|  Enterprise / Business |  Residential Site |  Carpark         |  Live/Work                              |   |



PHASE 1	
CONSTRUCTION COSTS	(1 - 3 essential)
1. Essential Works to the Town Hall structure and exterior.	£1,610,000
2. External Landscaping (soft and hard)	£1,110,000
3. Client on costs (30%)	£816,000
Sub Total	£3,536,000
CAPITAL RECEIPTS	
1. The Broadway Annex, East Wing and the Mews: ground floor retail units balance private residential	£2,351,000
2. The Broadway Annex West Wing, the "Deli" on the ground floor and two floors of offices over	£1,260,000
Sub Total excluding VAT	£3,611,000



KEY:

Arts/Community

Retail

Essential Works

Construction Of New External Landscape

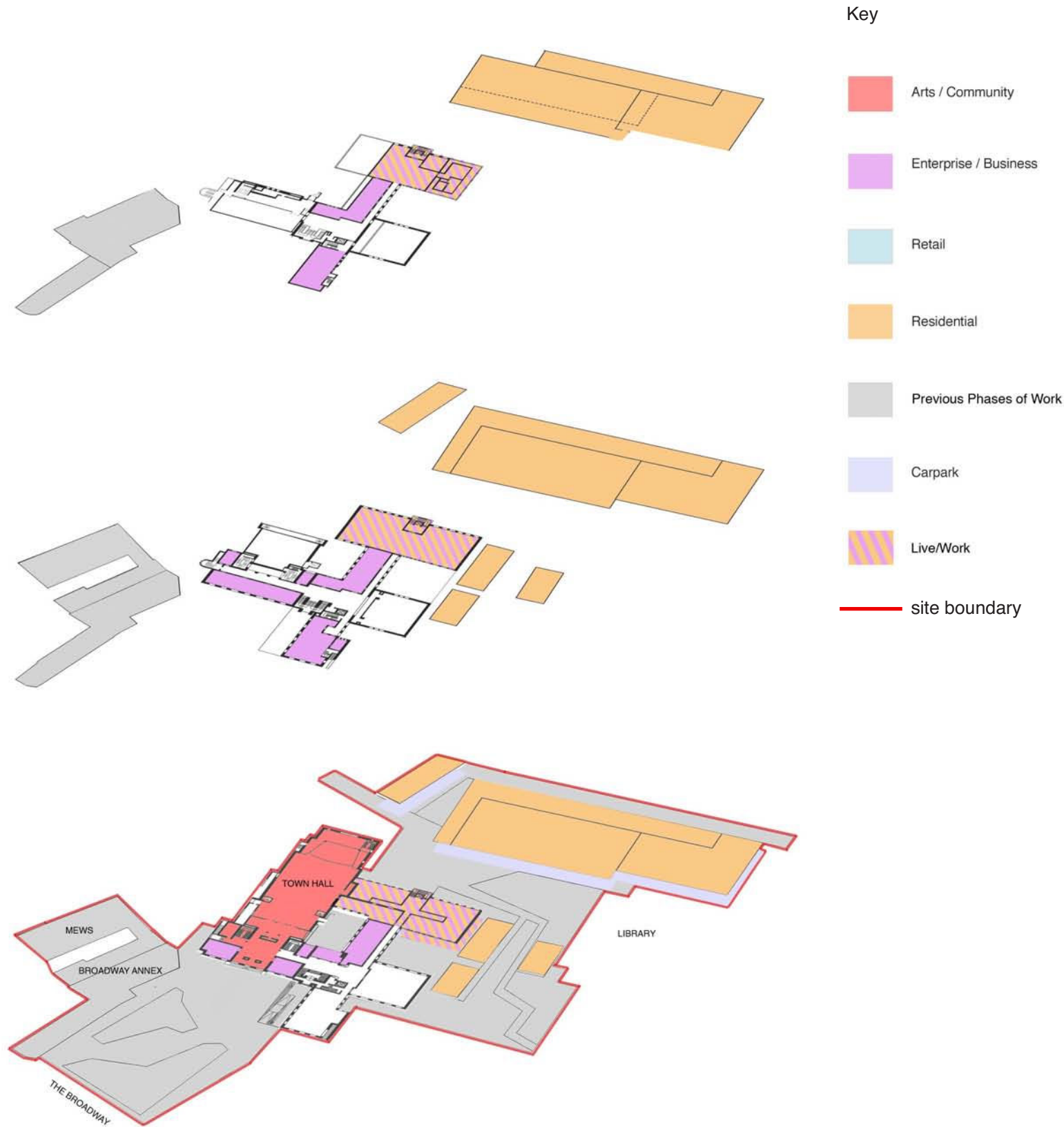
site boundary

Enterprise / Business

Residential Site

Carpark

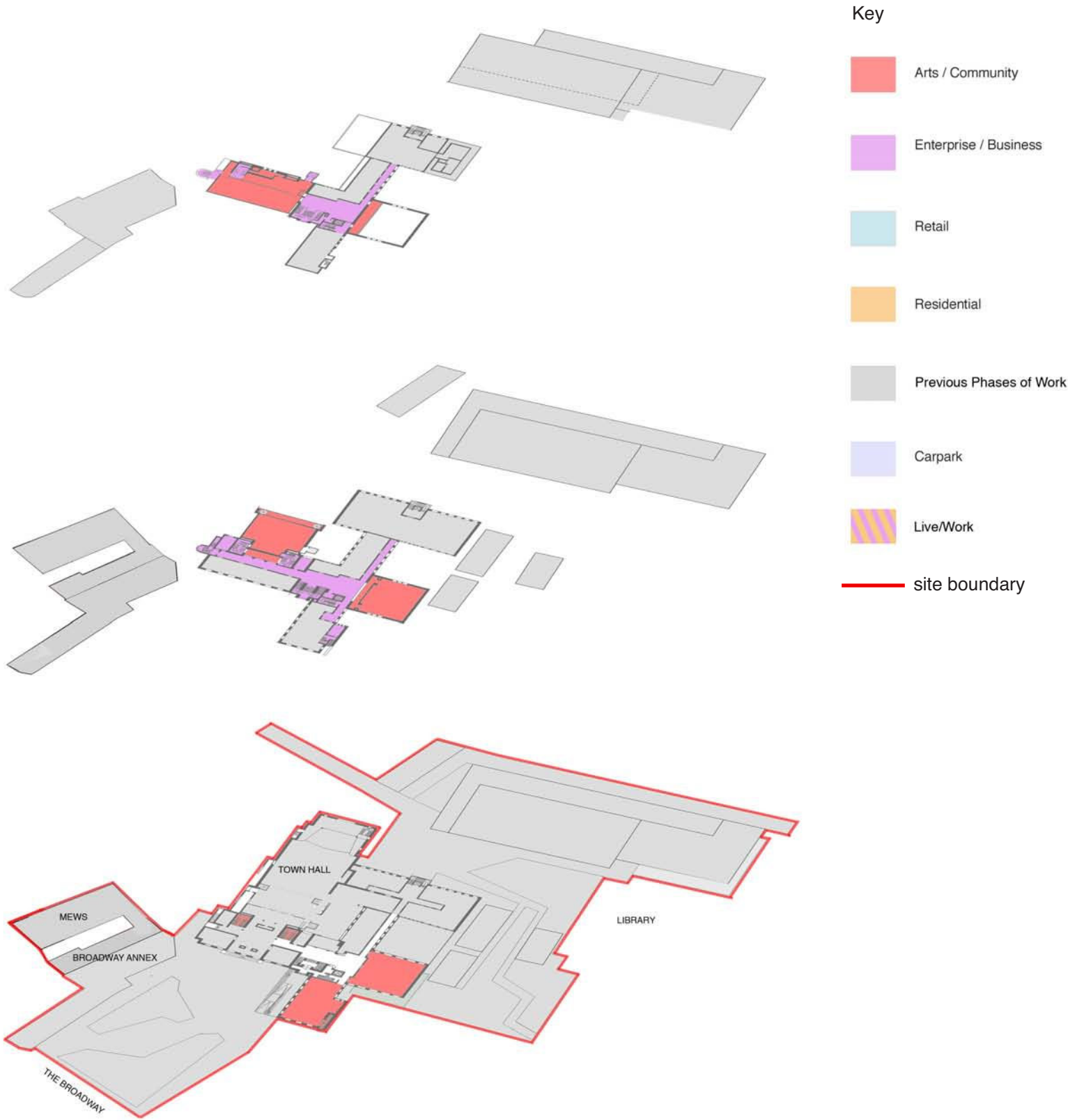
Live/Work

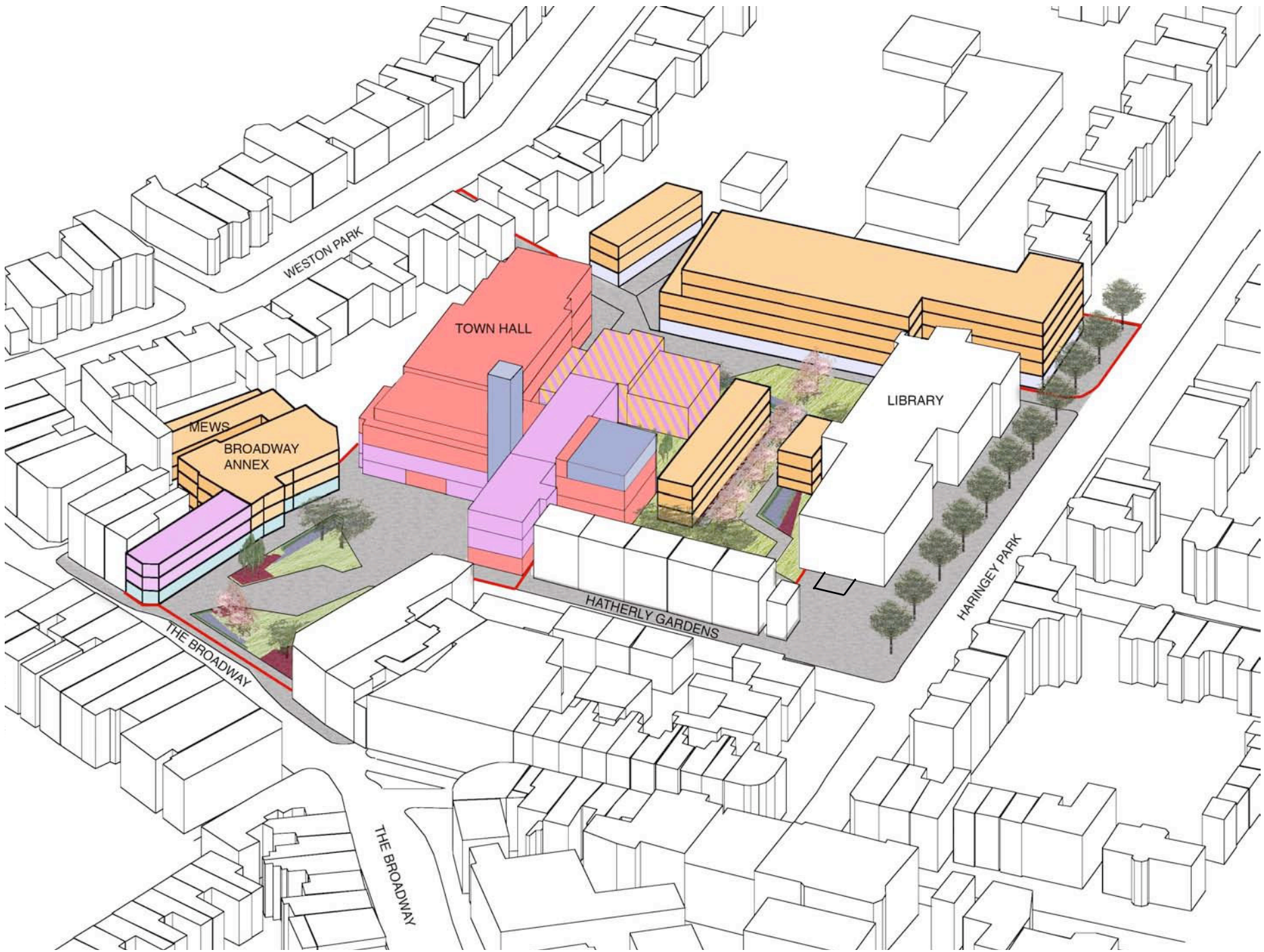


PHASE 2		
CONSTRUCTION COSTS (4 - 7 optional)		
4. Refurbishment of Assembly Hall and Foyer into flexible performance / rehearsal space 1013sq.mt	£3,040,000	
5. Refurbishment of Town Hall spaces to multi purpose community / office space, to a basic specification 768sq.mt	£960,000	
6. Refurbishment of lower ground floor of Assembly Hall for multi - functional use 333 sq.mt	£330,000	
7. On costs estimate ( 30% )(30% of 4,5,6) covering professional fees	£1,299,000	
Sub Total	£5,629,000	
Total Phase 1 and 2 excluding VAT	£9,165,000	
CAPITAL RECEIPTS		
3. Land to the rear of the Town Hall: Up to a maximum of 4 storeys Maximum 50% affordable	£3,260,000	
4. Long lease (125 years) for live work units 20 units	£2,160,000	
5. Kiosk retail unit on Town Square	£75,000	
6. Allocation by London Borough of Haringey for Assembly Hall roof	£650,000	
7. Assumption for other Capital Funding: Contribution of 25% external funding for the landscaping. (including 30% on costs)	£360,750	
Sub Total excluding VAT	£6,505,750	
Total Pase 1 and 2 excluding VAT	£10,116,750	












PHASE 3		
CONSTRUCTION COSTS		(8-12 optional)
8. Refurbishment of Town Hall space for Studio Use eg Dance Rehearsal 656sq.mt		£1,310,000
9. Construction of Cinema shell on Assembly Hall Balcony		£270,000
10. Construction of new two screen Cinema on roof including new lift		£870,000
11. Refurbishment of Council Chamber, listed interiors and circulation areas		£2,170,000
12. On cost estimate (30% of 8,9,10 and 11) covering professional fees		£1,386,000
Total excluding VAT		£6,006,000
Grand Total Phases 1, 2 and 3		£15,171,000
CAPITAL RECEIPTS		
8. Cinema Premium (based on 3 screen option using balcony and new roof extension)		£470,000
9. Assumptions for other Capital Funding: Resident Arts Companies bringing 50% own Capital (including 30% on costs)		£851,500
Total excluding VAT		£1,321,500
Grand Total Phase 1, 2 and 3		£11,438,250





KEY:

 Arts/Community	 Retail	 Essential Works	 Construction Of New External Landscape	 site boundary
 Enterprise / Business	 Residential Site	 Carpark	 Live/Work	



**Pedestrian Access**

The new landscaping in the development is designed to significantly increase pedestrian connectivity within the site boundary itself and the local area.

New pedestrian entries to the development will be created at the junction of Hatherly Gardens and Haringey Park, and through the town hall itself via the central courtyard. The new connections will increase pedestrian movement and create improved levels of positive activity within the site.

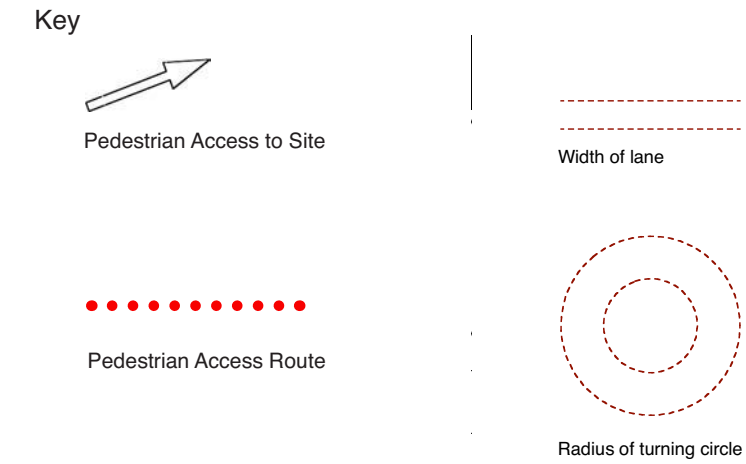
Traffic activity (deliveries etc) could be programmed to minimise distraction to pedestrian flows.

**Vehicular Access**

Vehicular delivery and parking on the site is a key issue. This drawing demonstrates potential access for car parking (restricted to parking below residential block to East of site) and articulated lorries (largest potential vehicle to service the site).

There are a number of ways in which the site could be serviced. In this proposal the following provisions could be made:

- Service access to site from public square in front of Town Hall for 'ceremonial' use, disabled drop-off and emergency vehicles.
- HGV access to East of site and Stage Door of Town Hall from Haringey Park.
- Pedestrian only access from Weston Park entrance.
- Service access to mews for Vans.





**Appendix C**

**HORNSEY TOWN HALL DEVELOPMENT BRIEF**

This Development Brief requires additional input in respect of revised Planning and Environmental advice. This work is in process. In addition the adoption of the urban design principles contained within the DSDHA Report attached as an appendix B to the main report needs to be agreed by the Executive and then incorporated into this Brief

## **Report Contents**

### **Part 1 - Development Objectives**

### **Page Number**

1.0 Introduction

1.1 Development Objectives

1.2 Image and Local Distinctiveness

1.3 Location and Context

1.4 Appropriate Urban Form

1.5 Enhanced Environmental Quality

1.6 A Sustainable Approach

### **Part 2 - Background and Analysis**

2.1 Planning Context

2.2 Government Guidance

2.3 Regional Planning Guidance

2.4 Local Planning Guidance

2.5 Conservation Area Status

2.6 Archaeological Status

2.7 Listed Building Status

2.8 Proposed Planning Applications

2.9 Current Occupation

2.10 Change of Use

2.11 Appropriate Re –Use / Development

2.12 Hornsey Town hall

2.13 Public Halls

2.14 Open Space

2.15 Broadway Annexe

2.16 Mews Studio

2.17 Weston Park Annexe (old clinic), Rear Annexe, Town Hall and Library Car parks, Town Hall Rear Open Space

2.18 Building and Land Use Summary

2.19 Transport and Parking

2.20 Vehicular Access

2.21 Car Parking

2.22 Public Realm

2.23 Open Space

2.24 Management and Maintenance

2.25 Public Art

2.26 Trees

2.27 Views

2.28 Community and Safety and Access Issues

2.29 Disability Access

2.30 Crime Prevention

2.31 Infrastructure, Title, Relocation and Environment Considerations

2.32 Ground Condition / Contamination

2.33 Noise

2.34 Utilities and Drainage

2.35 Provision for Environmental Improvements

2.36 Legal Title details

2.37 Council Staff relocation timings and phasing

### Part 3 Urban Design Principles

3.1 Introduction

3.2 Existing Main Land Uses

3.3 Opportunities and Constraints

3.4 Landmarks and Frontages-Views and Vistas

3.5 Access and Circulation

3.6 Future Development Considerations

3.7 Town Hall and Public Hall

3.8 Weston Park Annexe, Rear Annexe and Town Hall Car park

3.9 Broad way Annexe and Mews

3.10 Public Realm

3.11 Proposed Land Use Plan

3.12 Concept Plan

3.13 Phasing

3.14 Contacts

## **PART 1 - DEVELOPMENT OBJECTIVES**

### **1.0 Introduction**

This Development Brief is to guide the future development of Hornsey Town Hall and its Associated Buildings located in Crouch End, North London.

The Town Hall and Associated Buildings are within the freehold ownership of the Council. With the exception of the Library, the buildings are surplus to future Council requirements. This does not preclude the future use of space in a new development by the Council. The aim of the Development Brief is therefore to provide development principles in relation to any use or redevelopment of this complex of buildings.

The Development Brief, in addition to the separately attached Planning Brief, will provide guidance to Council Officers and Members in the determination of planning applications.

### **1.1 Development Objectives**

The Council in partnership with the Community Partnership Board has a vision for the site. “A vibrant arena for all, harnessing a spirit of progress, creativity and enterprise for future generations.

To achieve this vision, the Council and the CPB have resolved to select a development partner to enable sufficient capital to be realised from the commercial and residential development of the site to enable the following objectives to be met.

- The desire to restore / refurbish the Town Hall and Public Hall and to preserve and enhance the character of these buildings within the Conservation Area.
- The need to bring / retain employment generating uses within the area.
- The need to improve the local environment, through development, to actively benefit the local and wider community

- To encourage a mix of uses through the active re-use of the existing buildings which will help promote economic development, assist the improvement of the public realm at the site and the overall enhancement of Crouch End.

The Development Brief therefore details the requirements for the re-use / redevelopment of the Town hall and Associated Buildings in order to achieve these objectives.

## **1.2 Image and Local Distinctiveness**

The 3.99 acres (1.61 hectares) site that the Council are seeking to develop includes Hornsey Town Hall and adjoining Public Hall and several smaller civic buildings including the Broadway Annexe, Mews Studio, Weston Park Annexe (the clinic) together with the car parks to the rear of the Town Hall and Library and the vacant two storey temporary building in the car park. (it excludes the Library Building)  
A plan detailing the site boundary is detailed below.

**PLAN TO BE INSERTED**

The Council, CPB and the local community place a high degree of significance upon this cluster of properties. This is principally due to their architectural importance (including grade 2 and grade 2 star listed buildings) and the prominent position which the properties occupy within the Crouch End Town Centre. In addition, there is a long standing history associated with the site in providing local authority services.

A conservation plan undertaken by Alan Baxter & Associates in October 2003, attached as an Appendix to this Brief, provides further detail on the historic and archaeological importance of the Town hall.

### **1.3 Location and Context**

The Town Hall is located approximately 5.3 miles north of Central London within the Borough of Haringey and benefits from being within close proximity of London's main arterial road network. The A1 providing access to Central London and also the North is located approximately 1 mile to the West, with the M1 junction 1, 5 miles to the West. The A406 North Circular Road is located 3 miles north of Crouch End.

**MAP TO BE INSERTED**



The Town Hall complex is located in a prominent position within The Broadway (A103), adjacent to the prime retailing thoroughfare of Crouch End. The wider site area is bounded by The Broadway to the West, Hatherley Gardens and housing to the South West, Haringey Park to the South, residential accommodation to the South and North and a new Live/Work development to the East.

### **1.4 Appropriate Urban Form**

It is important that the re-use / redevelopment of the identified buildings and surrounding site respects both the architectural and community importance of the Town Hall, Public Hall and the Town Square to the front of the Town Hall.

### **1.5 Enhanced Environmental Quality**

The collection of civic, cultural and commercial uses around this historic civic space gives the area a special status. Further environmental improvements within the vicinity through redevelopment / re-use of buildings and land can make this status even more apparent

The Hornsey Town Hall Conservation Plan January 2004 details the heritage designations, background and understanding of the buildings / site, the issues and opportunities and the policies and guiding principles for the Town Hall Site. This document should be read in conjunction with the Haringey Council Planning Brief December 2004 (updated August 2006)

It is therefore required that any proposed development is designed so that it integrates with both the existing set of buildings and the immediate wider area. The Council and the CPB are therefore seeking high quality urban design and architecture.

### **1.6 A Sustainable Approach**

In order to secure a future use of the Town Hall and the Public Hall and to provide enabling development, all of which must be sustainable, it is important to ensure the highest standards of design for any future use / development. Equally it is important that the proposed uses for the development will attract people to live, work and enjoy leisure in the same area. Additionally, as a precursor to granting planning permission, it is a requirement of the Council and CPB that all planning applications are supported by both a design statement and a sustainability statement.

The sustainability statement should follow the BRE's publication *A Sustainability Checklist for developments* which considers the environmental, social and economic aspects of sustainability under the following headings; land use, urban form and design; transport; energy; Impact of individual buildings; natural resources; ecology; community issues; business issues.

## **PART 2 BACKGROUND AND ANALYSIS**

### **2.1 Planning Context**

The Planning policy framework / guidance within which the re-use / redevelopment of the Hornsey Town Hall Site will be considered relates to the relevant Government Planning Policy Guidelines, Regional Guidance and current Local Guidance.

### **2.2 Government Guidance**

PPG1: General Policy Principles (1997)  
PPG3: Housing (March 2000)  
PPG6: Town Centres and Retail Development (1996)  
PPG12: Development Plans (1999)  
PPG13: Transport (March 2001)  
PPG15: Planning and Historic Environment (1994)  
PPG16: Archaeology and Planning (1990)  
PPG24: Planning and Noise (1994)

### **2.3 Regional Planning Guidance**

TBA

### **2.4 Local Planning Guidance**

TBA

### **2.5 Conservation Area Status**

TBA

### **2.6 Archaeological Status**

The Open Space fronting the Town Hall / Public Hall is designated in the Council's UDP as being within an area of archaeological importance. Developers will be required to carry out an archaeological assessment for any development proposals / works within this area.

This assessment will set out the details of the investigation in accordance with PPG16 and will have to be approved by the Council in consultation with the English Heritage Archaeological Unit.

## **2.7 Listed Building Status**

The Town Hall and its Associated Buildings contain a number of Listed Buildings relating to historical and architectural importance, as detailed below;

- The Town Hall and Public Hall are Grade 2\*
- The Broadway Annexe is separately listed as Grade 2
- The Library, which presents a different architectural design to the Town Hall is listed as Grade 2
- The (temporary) offices to the rear of the Town Hall, known as the Rear Annexe, are within the curtilage of the Listed Town Hall and Public Hall. The building detracts from the Listed Building status of the Town Hall and Public Hall. In planning policy terms these offices effectively have Listed Building status, but would allow more flexibility in potential future uses
- Weston Park Annexe and the Mews Studio are clearly within the curtilage of the Listed Town Hall and Public Hall. Again, in planning policy terms these buildings effectively have Listed Building status. However, whilst the buildings are of a similar date of construction to the Town Hall they are clearly of different styles and could potentially afford a greater level of flexibility in terms of potential future uses.

## **2.8 Proposed Planning Applications**

The Council will seek a comprehensive development strategy for the Town Hall and the Associated Buildings site. Detailing the individual development projects which can be implemented and the phasing of such proposals. Equally, planning applications should demonstrate consideration of future development proposed within adjoining property / land. All planning applications, conservation area consent applications and listed building consent applications will be required to be accompanied by:

- A Design Statement

- Sustainability statement (as detailed earlier)
- Transport Impact Assessment
- Tree Survey (as appropriate)

## **BUILDING AND LAND USE CONSIDERATIONS**

### **2.9 Current Occupation**

In land use terms, the site is currently made up of the following components;

- The Town Hall building (Class D1) includes administrative offices and Council Chamber.
- The Public Hall and lower Small Hall provide a theatre / former performance venue (sui generis)
- The Broadway Annexe contains the “deli” retail outlet (Class A3) the Social Services are located on the first and second floors and Customer Services on the ground floor of the Annexe (all Class B1)
- The Mews Studio, Weston Park Annexe (the old clinic) and the rear annexe are general office uses (Class B1)
- Although not part of the development scheme but integral to the Town Hall site is Hornsey Municipal Library (Class D1)
- Car parks to the rear of the Town Hall and Library

### **2.10 Change of Use**

Government conservation policy and guidance indicates that conservation and sustainable economic growth should be complimentary objectives when considering the future use of buildings such as Hornsey Town Hall and the Public Hall. It calls for realistic and imaginative approaches to the change of use and alteration of historic buildings to together with

refurbishment and repair work to be undertaken to secure their continued use and long term maintenance, and to contribute to the promotion of economic prosperity.

Current guidelines recognises that the best way of securing the upkeep of historic buildings is to keep them in active uses which are economically viable, acknowledging that new, and even continuing uses, will often necessitate some degree of adaptation. Initial discussions with English Heritage and conservation officers at Haringey Council have confirmed that there may be scope for alterations to the Town Hall and Public Hall Provided that it can be clearly demonstrated that the heritage assets as detailed within the Conservation Plan are not materially harmed.

Therefore on the basis that the Council have identified the Town Hall, Public Hall and the Associated Buildings (excluding the Library) as being surplus to its requirements albeit that there may be scope to relocate some Council Services in the new scheme. The concept of a change of use for the Town Hall, Public Hall, Old Clinic and Broadway Annexe and development on the Car Parks is therefore in principle, acceptable to the Council.

There are a number of requirements to consider in proposing a change of use / new build development.

- New use / development must satisfy existing (and emerging) Council policy
- Proposals must satisfy English Heritage and accord with the proposals contained within the DSDHA Feasibility Study (attached as a supporting document to this brief)
- The future use of existing buildings / new developments must be appropriate for its setting within Crouch End Town Centre and should conserve and enhance landmark buildings such as the Town Hall and Public Hall which contribute to the character of Crouch End.
- It is important that the proposed re-use of existing buildings / new developments will attract people to live, work and enjoy community facilities and leisure in the same area.
- Future use of existing buildings / new development should respect the conclusions from the Conservation Plan (attached as a supporting document to this brief) regarding building intervention, fabric and materials.

## **2.11 Appropriate Re-Use / Development**

The Town Hall and associated buildings form part of a total scheme package and will be offered to the market with a requirement that proposals that are submitted are in general accordance with the development proposals contained within the DSDHA Hornsey Town Hall Project Executive Summary Report 22 06 06.

The content and ordering of the phasing contained in the report is a proposal, alternative phasing proposals will be considered.

The Town Hall and Associated Buildings will be offered to the market on with phased vacant possession DATES TO BE ADVISED.

The current Council staff will be relocated.

## **2.12 Hornsey Town Hall**

The Town Hall is designated as an edge of town centre location. A balanced range of uses are therefore acceptable for the Town hall, as detailed in the below.

- A1 – Local services which compliment the use of the Town Hall
- A3 – Uses based on a quality restaurant / cafe with licensed on sales
- B1 – Office accommodation
- C3 – Non family residential accommodation
  
- D1 – Education / training facilities including child care facilities
- D2 – Arts and leisure and community facilities

## **2.13 Public Halls**

As with the Town Hall, the Public Hall is designated as an edge of town centre location. From a re-use perspective where possible the Public Hall and Lower Hall should be retained as single spaces, there is scope to have a separate use in the Gallery and Hall foyer. The future uses which are appropriate are detailed below

- A1 – Services within the Hall foyer which compliment the use of the Public Halls
- B1(a) – Office accommodation
- D1 – Education / training facilities including child care

- D2 – Arts and leisure, including cinema, concert hall and dance / rehearsal space
- Sui Generis - Theatre

### **2.14 Open Space**

The Public Open Space to the front of the Town Hall provides an important focal point for the Town Centre and is critical to the setting of a number of listed buildings. This space will need to be re-modelled to enable greater public access to the space and interaction to the proposed uses identified for the Town Hall and Public Hall

- A3 – Uses based on a small restaurant / café / kiosk

### **2.15 Broadway Annexe**

Currently split between Retail and Office use. The ground floor “delicatessens store” is designated within the Town Centre Primary Frontage. It is subject to a commercial full repairing lease and should be retained as an investment contributing towards the capital receipt for the scheme.

The remainder of the building provides office accommodation, including a customer services centre. The retention of the offices is an option as is the use of the upper floors for residential with the possibility of converting the ground floor customer services centre to a retail use.

Appropriate uses

- A1 – Retail
- B1 – Office accommodation
- C3 - Residential

### **2.16 Mews Studio**

The Mews Studio forms part of the wider site area. The building is currently designated in an edge of centre location and provides business accommodation. The retention of this use is acceptable. There is potential for live work units and a residential use or retail.

Appropriate uses.

- A1 – Retail



- B1 – Office accommodation
- B1 / C3 – Live work units
- C3 – Residential

### **2.17 Weston Park Annexe (old clinic), Rear Annexe, Town Hall and Library Car Parks, Town Hall Rear Open Space**

The existing buildings to the rear of the Town Hall, the car parks and open spaces associated with the rear of the Town Hall and the Library have potential for a new development scheme.

The Rear Annexe detracts from the character of the Town Hall and may be demolished to facilitate new development.

To enable a comprehensive approach to the development, and subject to securing appropriate consents consideration could be given to the demolition of the Weston Park Annexe.

Such proposals would have to be justified in the light of the considerations set out in PPG15 with regards to listed building consent and demolition.

Appropriate uses.

- B1(a) – Office accommodation
- C3 – Residential
- B1 / C3 – Live Work Units
- D1 – Education / Training facilities

Through the provision of residential accommodation, it is the Councils intention to seek affordable housing on the site. The total number of Social Housing units as a % of the total site development is subject to negotiation at the planning stage, as is the & mix of types of Social Housing. Please refer to the Planning Brief for further detail.

### **2.18 Building and land use summary**

Based upon the above, the following plan illustrates the type of uses that would be suitable for the Town Hall, associated buildings, open space and enabling development land. Specific reference to the uses which may be considered for the Town Hall / Public Halls are detailed within the appendices of the Conservation Plan.

## **2.19 Transport and Parking**

In accordance with PPG13, Policy TSP 1.1 encourages the use of Transport Impact Assessments (TIA) for significant developments, particularly where development is likely to lead to the greater use of the private car. Depending upon the intensity of the proposed development, there may be the requirement for a TIA detailing the likely impact on the local network, parking arrangements, availability of public transport etc. The Strategic Transport Policies (TSP 1-8) seek to integrate land use and transport policies. Within this, the Council and the CPB will prioritise the needs of pedestrians and cyclists, and will promote existing public transport services and facilities (Crouch End is rated low / medium for public transport access). These objectives are set against the aim of reducing the relative attractiveness of the private car; achieved through parking policy and traffic constraints.

In addition, in accordance with the Council policy and new Government guidance a Movement Framework that is safe, direct and attractive to all users should be considered.

## **2.20 Vehicular Access**

There are a number of existing vehicular access points to the car parks and service areas as detailed in the plan below.

plan

Through consideration of the above, we would draw attention to the following:-

- Limited vehicular access to the front of the Town Hall / Public Hall from Hatherley Gardens will be retained. The access will be calmed naturally through making the relationship between pavement fronting the Town Hall and adjoining Open Space more fluid through use of appropriate materials / surfaces.
- Access / egress points for proposed new build accommodation to the rear of the Town Hall / Public Hall will be via Haringey Park and Westin Park.
- Access for servicing / car parking to the rear of the Library will be retained and improved

## **2.21 Car Parking**

It is recognised that future residential conversion / new build development will require a level of parking. Parking for the proposed development would need to be in accordance with UDP Policy TSP 7.1 which refers to the Council's parking standards for a variety of land uses. Future car parking provision within the site for residential accommodation should have a low visual impact upon the development at the site including options for undercroft / underground parking. Limited car parking provision is envisaged for business users and for the Library. No parking provision, other than the provision of disabled parking bays, will be provided for the Public Hall. The Council would look preferably at proposals that seek to minimise car parking levels in favour of the provision of other forms of transport in this location.

## **2.22 Public Realm**

The design, treatment and management of the public realm, both within the Town Hall site boundary and adjoining land, is of key significance to the successful re-use / re-development of the Town Hall / Public Hall and Associated land and buildings

### **2.23 Open Space**

Landscaping of Open Space provisions is viewed as an integral part of the design concept for the Town Hall and the Associated Buildings and is required to be of a high quality.

The aim will be to:-

- Enhance the existing open space fronting the Town Hall and Public Hall through comprehensively re-modelling this area through planting hard and soft landscaping and layout to allow views of the historic buildings from the Broadway
- Enhance existing pedestrian routes from the Broadway to the Town Hall / Public Hall
- Ensure the design of public spaces to be readily accessible and secure through the natural surveillance afforded by surrounding buildings / uses.

It is important that the design of the landscape works to both public and private space and is integrated within the overall development scheme proposals from the outset. This should incorporate planting and surface treatments. Surfaces of communal space should reflect the degree of the intensity and character of use.

### **2.24 Management and Maintenance**

Through the provision of Open Space, the Council and the CPB seeks an environment which can be maintained over the long term. The Council and CPB will therefore need to be assured that management arrangements for all open spaces are robust and efficient and take an overall approach to preserving high quality amenity in both the public and private realms. The Council and CPB will expect the developer to enter into a legal agreement to ensure that the Open Space is maintained appropriately. The Council and or the CPB may also seek to participate in such management schemes.

### **2.25 Public Art**

The existing fountain is a recognised and important feature of the Open Space to the front of the Town Hall and should be retained. Additionally,

the ability to relocate the statue / artwork from the side of the library should also be given detailed consideration.

The remodelling of the Open Space to the front of the Town Hall also provides the opportunity to display temporary exhibitions, civic features and public art. This will be actively encouraged by the Council and the CPB.

## **2.26 Trees**

Planning applications involving development proposals which affect trees should be accompanied by a tree survey. This survey should identify the siting, species and size of all existing trees; and set out the trees that will be retained, and any proposals to cut down, top or lop any trees, and proposals to plant new trees.

For trees in the conservation area that are not the subject of Tree Preservation Orders, there is a requirement to give the Council 6 weeks notice, before cutting, topping or lopping a tree. This does not apply to small trees and ones that are dead or dying or dangerous. For detailed advice contact the Council's arboricultural section see contacts.

## **2.27 Views**

The Council will seek to protect and where possible enhance local views, vistas, panoramas and views of landmarks. Locally important views are detailed under Policy DES 4.1. Of particular significance to the Town Hall / Public Hall is the strategic viewing corridor of St Paul's Cathedral from Alexandra Palace detailed within Policy DES 4.2.

In addition, views from The Broadway towards the Town Hall should be retained and enhanced.

## **2.28 COMMUNITY SAFETY AND ACCESS ISSUES**

## **2.29 Disability Access**

Compliance with the National Disabilities Standards will be required, in line with current Government guidance through the Disability Discrimination Act and both current and emerging Council guidance. Current Council guidance on access and facilities for people with disabilities is detailed within the UDP under SPG 1.6 Access For All – Standards Required for People with Disabilities. Emerging guidance is detailed within SPG 4 Access For All – Mobility Standards.

## **2.30. Crime Prevention**

The Council and the CPB actively encourages development which accords with “Secure by Design” principles. Natural surveillance of public spaces, avoidance of unsighted areas / blind corners and high quality lighting are of particular importance.

Any proposed pedestrian routes and entrances to the Town Hall or Public Hall and any future new build accommodation to the rear of the Town Hall / Public Hall should be capable of being overseen from adjacent buildings.

The provision of adequate visibility splays and lighting, within both the Open Space to the front of the Town Hall and Public Hall and further areas of Open Space / landscaping within the new build development, are important in assisting safety and security for pedestrians, especially at night.

Any future development / re-use proposals must comply with the requirements of the Councils Environmental Services Department.

## **2.31 INFRASTRUCTURE, TITLE, RELOCATION AND ENVIRONMENTAL CONSIDERATIONS**

## **2.32 Ground Condition / Contamination**

No ground condition surveys of the site have been undertaken. A survey will be required and, if appropriate, a remediation strategy agreed with the Councils Environmental Services Department.

### **2.33 Noise**

New development proposals must consider the impact of noise generation on neighbouring residential properties, and must comply with the requirements set out in PPG24 “Planning and Noise”. In particular consideration should be given to the impact of noise generation from the Public Hall if re-used as a performance space. An Acoustic Containment Study has been commissioned by the Council and is available on request.

### **2.34 Utilities and Drainage**

Detailed information on existing utilities and drainage and consideration of further infrastructure linked to future capacity issues should be addressed to the Councils Building Control Service on 020 8489 5504. See contacts section of this Brief.

### **2.35 Provision for Environmental Improvements**

Through the progression of future re-use or redevelopment at the Town Hall, Public Hall and Associated Buildings and Land, the Council are seeking to secure appropriate planning obligations through a Section 106 Agreement.

Associated works and improvements to assist the re-use / re-development in addition to the wider regeneration of Crouch End, may include one or more of the following:-

- Public Realm improvements to the Open Space fronting the Town Hall, the “Town Hall Square.”
- Public Realm improvements to the Open Space to the rear of the Town Hall and adjoining the Library.
- Contributions will be required for any proposed development which places additional pressure on the existing public transport provision.

Further detailed guidance on Planning Obligations are set out within the Councils Supplementary Planning Guidance documents, 10,11,12,13 and 14.

### **2.36 Legal Title**

Attached as an appendix is a full Title Deduction of the site.  
Legal Enquiries should be directed to Patrick Uzice on telephone number  
020 8489 2292

### **2.37 Council Staff relocation timings and phasing**

TBA



## **PART 3 URBAN DESIGN PRINCIPLES**

### **3.1 Introduction**

The Urban Design Principles detailed within this section of the Brief outline a series of design objectives and aspirations for the Town Hall and Associated Land and Buildings.

### **3.2 Existing Main Land Uses**

**The completion of this section is subject to the adoption of the DSDHA Feasibility Study attached to this report.**

Hornsey Town Hall is set in a prominent position within Crouch End Town Centre

(Plan of existing land use page 3 DSDHA Exec Summary Report)

Historically the area has been a focus for public sector uses. The site itself has, and in some instances still does, perform civic functions and Council services through the Town Hall, Public Hall, and Broadway Annex.

The adjoining library to the South of the Town Hall site provides a further public focus to the site whilst the public open space to the front of the Town Hall and Public Hall enables direct access to the primary retail location of Crouch End which adjoins the site to the North East.

The other land uses within close proximity to the Town Hall and Associated Buildings are predominantly residential based along Hatherley Gardens, Haringey Park and Weston Park in addition to the new development of live work units to the East of the site.

### **3.3 Opportunities and Constraints**

#### **Analysis of Constraints and Opportunities**

The main constraints on the site are the grade ii and grade ii\* listed buildings, which demand sensitive interventions, but will at the same time provide the most interesting opportunities as well.

A potential key planning constraint is the GLA “View Management Framework” to protect views between key London monuments. The Hornsey Town Hall site falls on one of these view corridors from Alexandra Palace to St Pauls Cathedral.

An analysis of the potential for the spaces in between any proposed new buildings to the development land to the rear of the Town Hall. A basic understanding of these spaces and their connections is key to the development of the overall scheme.

The Hornsey Town Hall complex has a prominent position in the town centre. The three buildings were laid out so as to enclose a public square leading off The Broadway, the main shopping street. Broadway House and Broadway Annexe are therefore critical to the architectural of the Town Hall and form an integral part of its setting. The potential pedestrian movements to the Town Hall from the Broadway are made awkward by the design of the public square that contains mature trees and fencing that deny visual and perceptual access to the Town Hall. This in turn affects the access to the shops of the Annexe, the rear areas behind the Town Hall and to the Library.

The Library Garden due to being inaccessible on three sides is not currently perceived as a publicly accessible space. Any proposal should

seek to unlock this area so that it may act as a new urban square complimenting the existing Town Hall Square

Balanced by the introduction of a new publicly accessible square, the rear car park site could be activated as a potential mixed use or solely residential site accessed from Haringey Park and Weston Park. Rather than form the “back of the Town Hall” this site would be a new piece of urban fabric connected via new public space front and rear of the Town Hall. The site slopes down from the library towards the Public Hall, allowing opportunities to accommodate, for example car parking in the basement of any new development.

Future vehicular access for retained services, emergency access and proposed re-use / new build development requires careful consideration. The Conservation Area status and proposals for dealing with the mature trees on site needs to be dealt with sympathetically

Currently the Town Hall is a relatively impenetrable building. New proposals should approach the building not only as accommodation but as a managed thoroughfare for public activity, enabling controlled public access to the whole site. A significant level change between the public square and the rear side of Town Hall could be overcome through careful development of the buildings inner courtyard acting as a conduit for pedestrians to the new development to the South and East of the site. Combined with pedestrian only access from Weston Park and a new entry from the North West corner of the Library the site could be stitched together to form a new whole on a number of levels with programmed public access to suit its various functions. Providing greater accessibility to the site combined with the increased natural surveillance from the occupied new developments would increase self-policing of the site.

These key strategic moves provide the conceptual “cradle” for the site with the Town Hall at its heart.

### **3.4 Landmarks and Frontages – Views and Vistas**

The Town Hall provides an important landmark building of architectural merit. Existing significant street level views within the locality include views of the Clock Tower, the Church and the Town Hall Tower

A potential key planning constraint the “Protected Views” that the site falls within would appear only to cover the East part of the site. The implication is that the area of the site within the footprint may be restricted in height. However as the site is on the lower slope of a hill and

is effectively overlooked by residences higher up the slope this may not apply. A detailed examination will be required to establish the extent of the affected area.

The Design and Conservation policies (DES 1-9) generally promote good design in improving the quality of the built environment. Within this, the Council will particularly seek to protect and enhance the special interest and appearance of architectural and historical heritage, particularly the Conservation Areas. Furthermore, to protect and enhance the strategic views the Council will ensure tall buildings fit into the traditional character of the urban landscape. Reference Policy Des 4.1 and Des 4.2.

### **3.5 Access and Circulation**

Based upon an appreciation of the current access / egress points and potential for future access / egress based upon re-use of existing buildings and new build developments, the following will apply;-

- Vehicular access to the front of the Town Hall / Public Hall from Hatherley Gardens will be retained. The access will be calmed naturally through making the relationship between pavement fronting the Town Hall / Public Hall and adjoining Open Space more fluid through the use of appropriate materials / surfaces.
- The principal vehicular access / egress point for proposed new build accommodation to the rear of the Town / Public Hall will be via Haringey Park. A secondary access / egress point will be from Weston Park.
- Access for servicing / car parking to the rear of the Library will be via Haringey Park. Shared use with the new build development could provide best use of space available.
- Pedestrian access points will be from the Broadway and Haringey Park Weston Park and possibly a new access point to the South West corner of the site adjacent to the West flank wall of the Library.

### **3.6 Future Development Considerations**

The Town / Hall, Public Hall, Associated buildings and land present the opportunity to create a lively mixed use environment.

The Town Hall lends itself more towards commercial / business activity in addition to sensitive re-modelling for residential conversion. The

Public Hall lends itself towards a venue space with ancillary retail / commercial activity. The car park presents potential for residential development opportunities. The Broadway annex and the Mews lends

itself towards a mixed use ground floor retail scheme with residential / offices over and residential development opportunities in the Mews. Setting these potential re-use / development opportunities into context, future proposals should aim to achieve / secure the following:-

- The relationship of the buildings with the town centre is of significant importance, especially given the potential contribution they can play reinforcing the town centre as a whole through the promotion of employment generating, community and residential uses.
- The maximum re-use of buildings will be actively encouraged and the creation of a lively public space on the Broadway promoting usable space at the core of the complex.
- Any new build development should preserve and enhance the character of the conservation area and be of the highest quality design.
- Strong active frontages are encouraged facing towards existing buildings and proposed new open spaces.
- Building heights for proposed developments in the site should be sensitive to surrounding buildings on the site in terms of their massing and scale.
- Special regard will be needed in terms of the impact of any new development on the setting of the listed buildings and upon the character and appearance of the surrounding conservation area, in accordance with Government advice contained in PPG15.
- The overall density profile should consider concentrating higher buildings in areas using the natural topography of the site.
- Design emphasis to building heights should also be given to corners and nodes within the site.
- Development should not restrict unduly the daylight to adjacent buildings and open spaces, including those outside the boundaries of the site.
- Careful consideration should be given to the layout and design of developments, to prevent over-looking of adjoining properties.

### 3.7 Town Hall and Public Hall

In addition to the above aspirations, further advice in relation to the re-use proposals for the Town Hall and Public Hall is detailed below:-

- The adaptation of the Town Hall to new uses is acceptable in principle, subject to English Heritage and planning approval and provided that the proposals have regard to the original sequence and hierarchy of key spaces as set out within the Conservation Plan. Specific details on the merits of internal areas within the building have been documented and classified within the Conservation Plan in terms of their importance and ability for future intervention.
- The future use of the Town Hall and Public Halls should have regard to the original functional divisions of the building.
- The original main entrance to the Town Hall and the Public Hall will be retained together with the key spaces behind in order to maintain the original spatial sequence and plan form of the building.
- The former Council Chamber will be treated as a single space; inserted floors or partitions that compromise its architectural character and integrity will not be acceptable. Proposals to remove the fixed seating which is original to the area will need to be justified in relation to the viability of finding a new use for the space. It should be noted that it is the present requirement of English Heritage to retain this space as existing.
- The former Committee Rooms and the Mayor's Parlour on the first floor will not be allowed to be subdivided.
- The Public Hall foyer shall be treated as a single space, and considered in conjunction with the original Hall behind.
- Future proposals should seek to retain the maximum historic fabric consistent with achieving a viable long term use for the building. Where alterations are required, they should be made good on a like for like basis. Insertions and alterations should be reversible where practicable, special consideration should be given to the provision of any non family residential units . Departures from these broad principles will need to be justified.
- It is recognised that the introduction of a number of future uses to the Town Hall may require limited intervention to create separate access. New doors on the principal elevations, achieved by

dropping windows, are acceptable in principal provided they are justified and formed on a like for like basis, matching original fabric. The extent of openings should not be so considerable as to upset the overall proportions of the elevations or broad massing. It is generally desirable for new entrances off the critical frontages, as defined in this report, to be in the position of existing openings, or follow the prevailing bay rhythm of an elevation.

- The layout of rooms, suites or spaces which are identified within the Conservation Plan as having limited special interest may be appropriately reconfigured.

### **3.8 Town Hall Car Park, Weston Park Annexe (clinic) Rear Annexe**

Advice in relation to the development proposals for the above area is detailed below.

- The Conservation Plan indicates that Weston Park Annexe (clinic) is not of major historic and architectural value. However detailed discussions will need to be undertaken with English Heritage and the Planning Department regarding its re-use. If the whole scheme is dependant upon the demolition of the building in order to reuse the site then demolition of the building could be considered.
- Rear Annexe presents no historic or architectural value and may be demolished to create a larger footprint on which to sensitively introduce residential accommodation onto the wider Town Hall Library car park areas.
- Any new forms of development, of contemporary design, within this area of the site should consider the surrounding architecture in terms of materials and setback and should be of the highest quality, responding to the context of the site.

### **3.9 Broadway Annexe and The Mews**

Considered options for this section of the whole site could include:-

- The re-use of the Broadway Annexe building to provide a retail commercial element on the ground floor with residential / offices over.
- The re-use of the Mews Studio for residential or its possible demolition for new build residential.

- The provision of new build residential on the balance of the Mews Studio site.

### **3.10 Public Realm**

The design of public private spaces within the re-use and redevelopment opportunities should be considered holistically and integrated within the overall proposals from the outset. A key consideration includes the provision of links from the existing spaces to create a series of urban spaces onto which new frontages and activities will face. The aim is to create frontages to the public realm and avoid blank walls and backs of buildings facing streets and spaces. Where backs and rear gardens are exposed opportunities should be taken to locate new development facing outwards to public areas. The potential key spaces could include:-

- Sensitively re-modelled public realm space fronting the Town Hall and Public Hall through planting, soft and hard landscaping, consideration given to a “kiosk style” semi permanent structure for a commercial offer and replacement of the street furniture. This should also allow views of the historic buildings from The Broadway in addition to enhancing existing pedestrian routes from The Broadway to the Town Hall / Public Hall.
- Private / semi private open space associated with new housing within the Car Park area which will link between the Town Hall and Library.
- Sensitively re-modelled public realm space adjoining the Library and possible new pedestrian access adjacent to the Western flank wall of the Library.
- Through the provision of open spaces, consideration of the proposed street furniture, signs and lighting should be incorporated into the layout and design at an early stage. The design and materials should be in keeping with both the proposed development and the surrounding areas respecting the Conservation Areas and Listed Buildings both within and adjoining the site.



### **3.11 Proposed Land Use Plan**

Plans detailing the proposed land uses through the re-use and future new build development at the Town Hall, set within the context of neighbouring land use are detailed within the attached Feasibility Study Executive Summary Report

### **3.12 Concept Plan**

The analysis and assessment of the above urban design issues, both within and adjoining the site suggest a concept for the re-use and redevelopment of the Town Hall and Public Hall which:-

- Promotes a mix of commercial re-use opportunities within the Town Hall and Public Hall.
- Places most public activities to the Western side of the site focussed around the public open space leading towards The Broadway but encourages the use of space in and around the car park development area accessed by a new entrance adjacent to the Western flank wall of the Library.
- Suggests high density residential development on the land to the rear of the Town Hall/Public Hall which will respect both the proposals for the Town Hall / Public Hall and the existing, adjoining, residential and service users.
- Encourages access and circulation through the creation of both public and private environments / space.
- Based upon the above commentary, the plans detailed in the Feasibility Study Executive Summary Report provide an indicative layout for the Hornsey Town Hall site.
- The Public Hall, Gallery and Foyer lend themselves towards an Arts / Community / Youth use by way of the provision of flexible space. The Council Chamber presents a challenge around its re-use for and by the community.
- The rear of the Town Hall building has been identified as being suitable for conversion into live/work units. The remainder of the

Town Hall building to provide enterprise and business opportunities.

### 3.13 Business Case

All proposals relating to the redevelopment of the Hornsey Town Hall site must ensure that the retained elements on the site, that is those areas that have not been disposed of to raise a capital receipt to fund the capital redevelopment works must be self financing in respect of the ongoing management and maintenance of the retained land and building.

### 3.14 Phasing

The Hornsey Town Hall Site presents a number of individual, but linked, development / re-use opportunities.

The proposals contained in the Feasibility Study and the attached Council Executive Report identify a capital shortfall to the proposed scheme. A phased approach to development has been adopted to enable repair and refurbishment works to be undertaken to the buildings that will result in the re-use of the majority of the premises. High cost refurbishment areas have been deferred to a final phase, subject to funding.

The rationale behind this approach is to maximises **Capital** receipts to re-provide a maximum mix of space that will enable the scheme to be **Revenue** self funding.

Whilst this brief does not intend to be prescriptive in how to achieve this (The Feasibility Study provides guidance on the Council and CPB requirements) this should be at the core of any development proposals.







This page is intentionally left blank

**Executive****On 3<sup>rd</sup> October 2006**

Report Title: **Supporting People Five-Year Strategy progress, Annual Plan, Service Reviews, allocations and Government consultation**

Report of: **Director of Social Services**

Wards(s) affected: **N/A**

Report for: **Non-Key Decision**

### **1. Purpose**

- 1.1 To report on progress in implementing the Supporting People Five-Year Strategy.
- 1.2 To seek approval of the 2006/07 Annual Plan.
- 1.3 To report on the outcome of the Supporting People Service Reviews and actions arising from the reviews.
- 1.4 To report on the announcement of Supporting People allocations for 2007/8 and implications.
- 1.5 To report on the initial outcome of the Government's consultation on the national Supporting People Strategy.

### **2. Introduction by Executive Member**

- 2.1 Good progress has been made in the delivery of the Supporting People Five-Year Strategy. The new Annual Plan for the second year of the strategy sets out robustly how we will continue this progress. I recommend its approval.
- 2.2 This report also outlines the significant improvements in performance achieved by Haringey's Supporting People programme in 2005/06, meaning that more vulnerable people are successfully being supported by the Council with its partners to maintain their independence.

### **3. Recommendations**

- 3.1 That the progress made and key issues reported be noted.
- 3.2 That the 2006/07 Supporting People Annual Plan be approved.
- 3.3 That the completion of the Supporting People Service Reviews be noted.
- 3.4 That the agreement be noted of the revised Memorandum of Understanding governing Haringey's Supporting People Programme between the Council, London Probation and Haringey NHS Teaching Primary Care Trust, and of the change in the Supporting People Commissioning Body's name to the Supporting People Partnership Board.

Report Authorised by: **Anne Bristow, Director of Social Services**

Contact Officer: **Catherine Galvin, Assistant Director Business Improvement**  
[catherine.galvin@haringey.gov.uk](mailto:catherine.galvin@haringey.gov.uk) (020) 8489 3719

#### **4. Director of Finance Comments**

4.1 The grant allocation for 2006/07 is £21.765m in 2007/08 the grant allocation will be reduced to £21.330m a reduction of £435k. The programme in 2006/07 is currently projecting spend of £22.223m, yielding an overspend of £458k against the grant, however, this will be contained against previous year's grant under spends that have been carried forward within the DCLG ring fencing arrangements. It is anticipated that resources of £425k will be carried forward into 2007/08. Total resources of £21.755m will therefore be available to fund the 2007-08 programme.

4.2 In 2007-08, the projected expenditure on the programme is £22.179m before any planned efficiency reviews. This will give an over spend of £424k if efficiencies are not achieved. Planned efficiency savings on the single homelessness and floating support services will reduce the overall expenditure by £630k in a full year. The overall programme should therefore be under spent by £206k by the end of 2007/08 if the efficiency targets for the reviews are achieved. It is assumed that this under spend will be carried forward into 2008-09, although this will be subject to confirmation from DCLG.

4.3 The programme is therefore fully funded to the end of 2007-08. At this stage we do not know by how much the government grant will be further reduced after 2007-08. We have assumed in the Council's current budget planning process that the programme will continue to be funded by the grant with no subsidisation from council tax. The strategy must therefore continue to plan for further efficiency savings over the next five years and target reductions must be clearly identified and monitored.

#### **5. Head of Legal Services Comments**

5.1 The Head of Legal Services notes the contents of the report and does not have any comments but should be consulted on the specific projects/initiatives set out in the report. Procurement procedure should comply with the council's contracts standing orders and EU regulations (where required).

#### **6. Local Government (Access to Information) Act 1985**

6.1 Memorandum of Understanding governing how key Supporting People decisions will now be made – for a copy please call the Supporting People Team on 0208 489 3316 or e-mail [supporting.people@haringey.gov.uk](mailto:supporting.people@haringey.gov.uk). It will also shortly be available on the Council's website.



## **7. Strategic Implications**

7.1 The Annual Plan 2006/07, summary details of which are provided below, sets out the implementation of the Supporting People Five-Year Strategy during 2006/07 (its second year) and ongoing developments.

## **8. Financial Implications**

8.1 No final view has emerged from the Government on the future funding formula for the Supporting People programme, and it has stated that it wants to further analyse the evidence and responses. However most respondents were against a redistributive formula, and early indications are that the Government are unlikely to go ahead with the current proposed arrangement, under which Haringey could potentially lose up to £10m per year.

8.2 However, the Government have used it again to inform 2007/08 allocations and this has resulted in a 2% reduction in Haringey's grant from £21.7m to £21.3m, which could result in an actual overspend in next year. The Supporting People Partnership Board will be reviewing the Five-Year Strategy and risks at its next meeting in September 06, in light of next year's funding announcement.

8.3 It is worth noting that the programme has already achieved a 10% cash efficiency saving, through addressing inefficient service costs, which is worth £2.5 million per annum and a further 9% efficiency through negotiating a significant increase in floating support capacity, without additional investment, which is nominally worth £2.1 million per annum. In total this represents nearly a 20% efficiency on 2003/04 Supporting People spending.

## **9. Comments of the Head of Legal Services**

9.1 This report details how the statutory requirements for the existence of an Supporting People Commissioning Body, and for that body to agree an Annual Plan, have been fulfilled, and seeks the approval of that Plan by the local authority as the "Administering Authority" in accordance with the Supporting People (England) Directions 2006.

## **10. Equalities Implications**

10.1 The Annual Plan (Appendix 3) includes a commitment to improve collection and analysis of equalities data on all support services commissioned under Haringey's Supporting people programme and to use the outcome to affect changes to in both future service commissioning and policy.

10.2 Service providers have been asked to submit detailed returns on their service users, covering the following equalities information:

- Ethnicity
- Gender
- Languages spoken
- Religion
- Disabilities
- Sexual Orientation

10.3 Most providers have provided data on ethnicity and gender. However, data on secondary disability, languages spoken by service users, sexual orientation and religion has proved to be more difficult to collect and the Supporting People Team is undertaking a further data collection exercise to get a full return against these categories. The team is also pursuing equalities data regarding referrals and rejections of service users. This exercise is scheduled to be completed by November this year, with an action plan being put in place to address and examine further any evident over and under representations of particular communities and groups.

10.4 However, the following findings have emerged from the ethnicity monitoring:

- The proportion of Supporting People service users that identified themselves as black Caribbean, black African and black British, is much greater than the proportion of these communities in the overall Haringey adult population.
- 32.94% of SP service users identified themselves as white British, compared to the overall Haringey adult population of 45.28%.
- Over one third of all Supporting People service users identified themselves as white other. This is likely to include Turkish, Greek Cypriot, Turkish Cypriot, Kurdish and households from Central and Eastern Europe.
- A significant proportion of older person households supported by Supporting People services come from the black Caribbean, Chinese, Indian, Irish and Greek Cypriot communities.
- However, the number of black African older person households in supported housing is less than half of it's overall Haringey adult population.
- Black Caribbean and black African households make up more than 50% of service users supported by single homeless related services, compared to an overall Haringey adult population of 17.5% and only 10% of single homeless service users identified themselves as white British (Haringey population – 45.9%)
- 26.74% of service users in mental health related supported housing identified themselves as black Caribbean, which is over double the proportion of the overall Haringey adult population that are black Caribbean and there is a higher proportion of Black African service users in mental health services, than the overall Haringey population
- 50% of service users of supported housing for people with learning disabilities are white
- Less than 7% of service users supported by services for people with physical disabilities are black Caribbean, which is lower than the overall proportion of the Haringey adult population
- There are significantly more service users in supported housing projects for offenders from the Caribbean and African communities and in services for young people at risk

- 10.5 There are some significant over representations of particular ethnic groups in certain sectors and this includes services for people with mental health problems, the homeless, young people at risk and offender services. Further work will be undertaken across Supporting People, the Council Housing Service, Health, Social Services and criminal justice services, to understand whether this reflects the ethnic make up of service users of non SP funded services and whether this is in line with national trends.
- 10.6 This will be used to understand why certain ethnic groups are more likely to end up needing Supporting People type support; why other groups do not access these services and whether there is a need for other statutory and non statutory services to improve what they do to prevent tenancy failure; the need for secondary mental health services and hospital admissions etc. It will also be used to inform service development and commissioning intentions and is already being applied to the development of the service specifications for the new mental health services, which are due to be put in place by March 2008, with regard to policy and practise that understands the needs of Caribbean and African service users.
- 10.7 The Executive should note that work is planned regarding the needs of survivors of domestic violence, as the Five Year Supporting People Strategy identified service deficiencies for certain groups including survivors with large families; survivors with substance misuse problems and survivors from particular ethnic groups with language support needs.

## **11. Consultation**

- 11.1 The Supporting People Five-Year strategy received wide consultation involving over 160 local organisations and other partnership bodies within Haringey's Strategic Partnership, as well as extensive consultation with users of Supporting People services and the organisations that represent them.
- 11.2 The 2006/07 Annual Plan has undergone extensive consultation with the members of the Supporting People Executive Management Board (particularly the voting members), with providers, with the voluntary sector (including HAVCO) and users of Supporting People services.

## **12. Background**

- 12.1 In March 2005 Haringey Council, London Probation and Haringey NHS TPCT agreed Haringey's Supporting People (SP) Five-Year Strategy. The strategy was originally approved by the Health and Social Care Partnership Executive (HSCPE – now wound up) in its role as the Supporting People Commissioning Body, and also approved by the Council's Executive on the 23 March 2005.
- 12.2 It is a statutory requirement that a Commissioning Body is in place to develop, agree and implement a Supporting People five-year strategy, and that the local (administering) Council, NHS PCT and Probation are the only agencies which can exercise a vote on this body. In July last year the Council, NHS TPCT and London Probation agreed that the SP Executive Management Board would temporarily assume the Commissioning Body role after the winding-up of the HSCPE.
- 12.3 A 'key facts' summary of the Strategy is attached as Appendix 1 for information.

### **13. Supporting People Annual Plan for 2006/7**

13.1 It is also a statutory requirement that the SP Commissioning Body agree an Annual Plan which sets out the following:

- the levels of Supporting People expenditure proposed for each vulnerable client group, including details of any funding changes and details of high-cost investments;
- proposed changes in the Supporting People Five-Year Strategy and description of consultation around these changes; and
- actions that the Commissioning Body proposes to take to further implement the Five-Year Strategy.

13.2 The Annual Plan requires the agreement of all the voting partners on the Commissioning Body. Haringey's Annual Plan for 2006/07 was agreed by the Supporting People Executive Management Board at its meeting on 4 July 2006 after the consultation detailed above.

13.3 The main provisions of the plan are:

- to start the re-commissioning and reconfiguration of supported housing for people with mental health problems (to complete by March 2008);
- to re-commission and tender the existing supported housing services for offenders (to complete by March 2007);
- to restructure housing-related support services for the single homeless, including the integration of floating support services with the new Homeless Prevention and Options Service (this includes decommissioning some existing outdated supported housing projects);
- development of support services as part of the set-up of Homes for Haringey, to ensure their better and more targeted use to prevent evictions;
- to commission research looking at the needs of DV survivors from BME communities;
- development of a Housing Strategy for Older People;
- development of cross-borough performance and cost benchmarks (across North London and London) and the use of these to provide efficiencies and improve quality;
- joint work within the North London Sub Region on cross-borough commissioning and procurement of services;
- continued development of Value for Money tools, which have already successfully been used to achieve savings and improve capacity, including linking quality and performance results to analysis of cost, staffing levels, training etc;
- development and implementation of outcome performance measures that link services' performance to achieving HSP and Government targets;
- production of key messages leaflets and other publications (including online publication) that improve professional and public awareness of Supporting People services;
- implementation of a service user involvement strategy, including the provision of essential skills training that will promote involvement in decision-making and the setting up of a user steering group;
- supporting improvements in the Housing Service's management of vulnerable households;

- setting up procurement seminars aimed at nurturing partnerships with potential providers and other agencies and to draw on their experience to improve our approach to procuring services for vulnerable people;
- continued work on improving the quality of policy and practice for all SP services; and
- improvements in the collection of equalities data and its analysis to assist with identifying and addressing deficiencies in local service provision.

13.4 The Executive should note that the 2006/07 plan was finally agreed by the Supporting People Executive Management Board on the 4<sup>th</sup> July 2006 and this included the agreement of the London Probation Service and Haringey NHS Teaching Primary Care Trust. Both these agencies are the required voting partners on the Board in addition to the Council and this is in line with the 2006 Statutory Grant Directions.

13.5 Under the current Haringey Memorandum of Understanding that governs decisions on key Supporting People issues, the plan requires the approval of the Council Executive. However, if the Executive proposes amendments to the plan then these will need to be referred back to the Supporting People Board and these will need to be agreed by all voting partners.

13.6 Appendix 2 provides a summary of achievements against the plan for the Executive's information.

#### **14. Performance**

14.1 The Department for Communities and Local Government (DCLG) uses two Key Performance Indicators to assess the effectiveness of Supporting People programmes. These measure the percentage of service users who are supported to establish and maintain independent living, and who have moved on in a "planned" way from temporary living arrangements.

14.2 Haringey's rates of "planned" departures from Supporting People funded services (as opposed to "unplanned departures" to settings such as custody, hospital or care, or where contact is lost) improved in 2005/06 in each type of service (long-term and short-term accommodation-based, and floating support). This has been achieved through efforts to improve monitoring, data capture and return, and practice in the delivery of support.

14.3 A few services detracted significantly from Haringey's achievements against KPIs; appropriate action has been taken and work with these services is ongoing.

14.4 Floating support services achieve higher planned departure rates than accommodation-based services; the former therefore offers better value for money, supporting the Commissioning Body's preference for this service model. Work to establish a tool to measure the value for money of each hour of support is ongoing.

- 14.5 The Executive should note that the Council has jointly developed with a number of local providers a new framework for measuring service user outcomes and assessing what contribution these outcomes make to achieving key Council, partner and Government targets. The framework also measures the nominal annual cost savings to overall public expenditure, which are achieved through a Supporting People service achieving successful outcomes for service users e.g. successfully helping a vulnerable tenant with rent arrears preventing the cost of an eviction.
- 14.6 This framework has already been successfully applied to the large float support services and is now being rolled out to seven more service across different client groups and service types. The framework will eventually be rolled out to all services during 2007/08.

## **15. Service Reviews**

- 15.1 The review of all 153 support service funded by the programme have been completed and reported on to the Supporting People Executive Management Board, in line with Government statutory requirements. A summary of the key findings for each vulnerable client group appear as Appendix 5 to this report.

## **16. Memorandum of Understanding**

- 16.1 London Probation, Haringey NHS TPCT and Haringey Council have agreed a new Memorandum of Understanding that will govern how key Supporting People decisions will be made. As mentioned already this is a Government statutory requirement.
- 16.2 This provides for a new SP Partnership Board, which will have the following membership:
- Assistant Director Business Improvement, Social Services, Haringey Council (Accountable Officer)
  - Head of Housing, Haringey Council
  - Principal Equalities Officer, Haringey Council
  - Deputy Director for Children and Families, Haringey Council
  - Head of Community Safety Unit, Haringey Council
  - Area Housing Manager, London Probation Service
  - Director of Strategy, Haringey Teaching Primary Care Trust
  - Head of the Learning Disability Partnership
  - Joint Head of Mental Health Commissioning
  - Chair, Haringey Supporting People Provider Forum
  - Chief Executive, Haringey Association of Voluntary and Community Organisations (HAVCO)
  - 2 representatives for Haringey's SP Service User Steering Group

The Head of Housing will chair the SP Partnership Board (to be reviewed annually)

- 16.3 However, again in line with Government requirements, only the Council's Head of Housing, the TPCT's Director of Strategy and the Area Development Manager for London Probation will have voting rights (one equal vote) and they shall form an inner SP Executive. The decisions of the Executive will be binding on the SP Partnership Board. The memorandum also includes a Dispute Resolution process.

**17. Initial Outcome of the Government's Consultation on the National Supporting People Strategy and Funding Formula**

- 17.1 Essentially the Government's consultation has concluded that the ring-fences on the Supporting People programme should remain, and there are strong calls to give Supporting People its own statutory framework. However, the Government are likely to continue to pursue the inclusion of the programme in the Local Area Agreement Framework. The financial implications at this stage were outlined in the Financial Implications section above.

**18. Conclusion**

- 18.1 This report provides outline details and some wider context for the appended new Annual Plan for the implementation of the Five-Year Strategy.
- 18.2 The report has also outlined a number of developments in Haringey's Supporting People programme, including improvements in performance as well as the successful agreement with partners of the new Annual Plan.

**19. Use of Appendices / Tables / Photographs**

- 19.1 Appendix 1: Detailed breakdown of Supporting People spend and supply 2006/07, broken down by client group
- 19.2 Appendix 2: Haringey Supporting People Key Facts
- 19.3 Appendix 3: Progress against Supporting People Annual Plan 2006/07
- 19.4 Appendix 4: Supporting People Strategy 2005-2010 – Year 2 Action Plan 2006-07
- 19.5 Appendix 5: Summary of key findings of service reviews for each vulnerable client group [not yet here]

## Appendix 1

### Detailed breakdown of Supporting People spend and supply 2006/07, broken down by client group

<b>SP PROGRAMME BUDGET 2006/07 BY CLIENT GROUP</b>				
<b>Client Group</b>	<b>No Units Capacity</b>	<b>% Units Capacity</b>	<b>Budget 06/07</b>	<b>% Budget</b>
Generic	40	0.4%	103,029	0.5%
Homeless families with support needs	708	7.2%	3,044,976	14.0%
Mentally Disordered offenders	10	0.1%	288,476	1.3%
Offenders or people at risk of offending	42	0.4%	342,592	1.6%
Older People with support needs	5,292	53.5%	5,291,864	24.3%
People with alcohol problems	31	0.3%	301,288	1.4%
People with drug problems	18	0.2%	161,595	0.7%
People with HIV/Aids	45	0.5%	95,176	0.4%
People with Learning Difficulties	151	1.5%	2,135,010	9.8%
People with Mental Health Problems	536	5.4%	3,776,418	17.4%
People with Physical/Sensory Disability	126	1.3%	367,365	1.7%
Refugees	291	2.9%	681,443	3.1%
Rough Sleeper	22	0.2%	466,380	2.1%
Single Homeless with support needs	1,044	10.5%	2,804,031	12.9%
Teenage Parents	15	0.2%	174,236	0.8%
Women at Risk of Domestic Violence	1,351	13.7%	609,124	2.8%
Young people at risk	114	1.2%	847,350	3.9%
Young people leaving care	60	0.6%	274,977	1.3%
<b>Total</b>	<b>9,896</b>	<b>100.0%</b>	<b>21,765,330</b>	<b>100.0%</b>



## **Appendix 2**

### **Haringey Supporting People Key Facts**

#### **The Supporting People Strategy for 2005–2010**

- The Health and Social Care Partnership Executive (now disbanded) was responsible for drafting Haringey's strategy but the Community Safety Executive Management Board, Housing Strategic Partnership and the Domestic Violence Partnership were involved with its development.
- The SP Five Year Strategy emphasises that Haringey Supporting People has a particular contribution to make to the following key themes:
  - Improve services: providing better quality, accessible services for everyone who needs them, particularly health and social care
  - Narrowing the Gap: improving the most deprived neighbourhoods
  - Safer Communities: creating safe and confident communities with less fear of crime and the ability to prevent crime and resist committing crimes
- There was wide consultation with over 160 organisations, all partnership boards, statutory agencies and with service users via focus groups.
- There was also consultation with the voluntary sector and all Supporting people providers.
- The strategy places a strong emphasis on SP tackling the borough's problems in the following areas:
  - Tackling the high levels of mental ill health and reducing mental health hospital and residential care admissions
  - Tackling the large numbers of homeless households in temporary accommodation
  - Reducing the numbers of new homeless
  - Supporting new immigrant populations
  - Tackling crime including supporting survivors and victims and supporting the rehabilitation of offenders and people recovering from substance misuse
- The strategy also stipulates that all new investment proposals and reviews of existing Supporting People services will need to set out how the service will achieve positive outcomes on basket of cross-Council and partnership targets.
- The strategy's preferred support model is generic floating support, which supports vulnerable households living in their own home and covers Council and Housing Association tenants, private tenants, owner occupiers, temporary accommodation and households with no fixed abode.
- Accommodation based support, where the support is linked to a specific block of flats or property, will only be maintained and commissioned where there is clear needs evidence and service user preference that backs up the need for such a model.

- There is a strong preference against shared accommodation, particularly in the East of the Borough, although this will be commissioned if needs evidence/service user preference supports shared supported housing
- The strategy has a strong focus on achieving the borough's Community Strategy Objectives linked to narrowing the gap – addressing the social exclusion of the most deprived households, tackling homelessness and helping vulnerable households access education, training and employment.
- The strategy also emphasises the need for SP services to tackle re-offending, anti-social behaviour and supporting survivors and victims of crime/Anti Social Behaviour, particularly domestic violence.
- The strategy highlights the good work the Borough has done on setting up Black and Minority Ethnic specific services via 11 BME lead community organisations – The strategy commits the Borough to evaluating the effectiveness of this, with a view to expanding it to other groups.
- The Local Authority will tender all new and existing services during the lifetime of this strategy, except where the following criteria apply:
  - The service required is of such a specialist nature that there is a dearth of suitable providers capable of supplying the service (e.g. a specialist floating support service for a specific BME group)
  - The size of the contract is such that the benefits of tendering are outweighed by the costs (e.g. a service worth less than £150,000 over three years)
  - Tendering the service would put at risk the sustainability of the provider organisation *and* the Local Authority is committed to developing the capacity of that provider (e.g. a small local BME community group)
- Even where such scenarios apply there will be market testing as far as possible and providers will still be obliged to meet quality and value for money criteria.
- However to ensure some stability in the market the Local Authority will award steady state contracts, *after the first round of service reviews only*, where the following conditions are met:
  - The Local Authority and the provider have agreed a price for the service that meets value for money criteria
  - The service has achieved a satisfactory quality standard
  - The service can demonstrate strategic relevance to the satisfaction of the Commissioning Body
  - The provider has been accredited
  - No significant changes to the service delivery model are proposed

**Draft timetable for tendering of services:**

2005/07 -	Mental Health and Substance Misuse/offender services
2007/08 -	Older Person, Learning Disability and Young Person services
2008/09 -	All other services (including generic floating support services)

- Informal feedback from the Government indicates that the strategy is rated as 'good and fit for purpose'
- The summary version of the strategy is available on the Council's website at: [http://harinet.haringey.gov.uk/index/social\\_care\\_and\\_health/adultsandolderpeople/supporting\\_people1/supportingpeopleexplained.htm](http://harinet.haringey.gov.uk/index/social_care_and_health/adultsandolderpeople/supporting_people1/supportingpeopleexplained.htm)

This also provides a link to the full version.

**For more Information on the Strategy and Haringey's Supporting People Programme then please contact:**

**Supporting People Team  
2nd Floor  
40 Cumberland Road  
Wood Green  
London N22 7SG  
Tel: 0208 489 3419  
Fax: 0208 489 3303  
E-Mail: [Supporting.People@haringey.gov.uk](mailto:Supporting.People@haringey.gov.uk)**

May

2006

### Appendix 3

#### Progress against Supporting People Annual Plan 2006/07

<p>To re-commission/reconfigure the mental health services in accordance with the findings of commissioned needs research, service user and stakeholder views, outcomes from service reviews and in line with local and national strategic requirements</p>	<p>Reconfigure low level support services by March 2007</p> <p>Develop &amp; implement new specifications for medium and high level services by July 2006</p> <p>To approve/sign off new interim contracts (based on revised spec.) for existing medium and high supported services that will end March 2008 - By October 2006</p> <p>Commission/procure two new high supported housing services by March 2006 (to be established in 2007/08)</p> <p>To finalise accommodation strategy by December 2006</p> <p>Finalise procurement of all other medium and high supported housing projects by March 2006 (to be completed during 2007/08)</p>	<p>High level Project Board (PB) established, chaired by Joint Head of MH Commissioning, including an AD BEH MHT, PCT Senior Manager MH, SP, Miranda Ferrier (Housing), Manager of Housing VAT – This will oversee the project. To meet every 6 weeks.</p> <p>Low Level Services - The PB has agreed which of the existing services deliver low level support.</p> <p>Individual assessments of need for existing service users of low level services are being arranged, to determine what services they need in the future. The individual assessments of need will be used to determine the exit strategy for each service user in the event that services are decommissioned. This will be completed by December 2006.</p> <p>In the process of having meetings with individual providers regarding the potential to decommission low level services and its implications - due to be completed by September 2006.</p>
---	---	--

		<p>Draft service specification and staffing skills requirements have been completed and are currently being consulted on through a series of focus groups involving service users, frontline support workers and providers. There is also extensive consultation with the inpatient wards at St. Ann's, CMHTs and other community services, joint head of commissioning and other key stakeholders. Draft Specs to be resolved by mid September.</p> <p>Work on a new contract linked to new specifications is in progress. Expect negotiations with providers finished by the Beginning of October. In line with the Five Year Strategy providers of medium and high supported projects that meet the required quality thresholds will be offered new contracts to run until March 2008.</p> <p>Joint work is currently underway with Housing, MH and SP on looking at existing accom projects in Haringey, London and nationwide. Housing are currently examining the stock options appraisal to consider which existing council properties may be available and suitable. Early stages of seminar</p>
--	--	--

		<p>planning for private and HA landlords to talk through our basic accom requirements and specification and what they would be prepared to develop.</p> <p>Procurement and tendering of all medium to high level supported projects is due to start in Oct 06 but this is dependent on progress on tasks above.</p>
To re-commission/reconfigure offender services, in accordance with the findings of commissioned needs research, service user and stakeholder views, outcomes from service reviews and in line with local and national strategic requirements	By April 06	<p>Meetings have occurred with the principle provider of offender and drug services – Provider issued with a 12 month termination notice on their contract that will expire on the 31 March 2007.</p> <p>Joint visits have occurred between the council's SP team, London Probation and the Safer Communities Unit on four out of the eight housing projects to consider their long term viability. The remaining 4 projects are due to be revisited by August. A report following these meetings will be presented to the Substance Misuse and Offender Review Panel in early September setting out which projects will close and which will be reconfigured and how. Despite the overall poor review outcome on these services there is some evidence from the visits so far</p>

		<p>that indicate that some of these projects are delivering some effective services. This will be reflected in the September report to SMORP. The report to SMORP will also include proposals for what the future service spec will look like as well as potential targets and outcomes.</p> <p>One of the projects has already been transferred to another provider and this project is being re-configured to deliver specialist supported housing for Prolific and Priority Offenders. It is planned to have the new service running by October 2006 with a 12 month contract.</p> <p>Joint discussions work is underway with London Probation to reconfigure an existing supporting housing project for offenders to offer a floating support service that will work exclusively with referrals from MAPPA. A variation to contract has already been issued agreeing to alterations in staffing capacity and number of support hours available. Further work is due to start on developing protocols around info sharing and sharing of risk management between provider and statutory agencies. This will be</p>
--	--	---

		<p>complete by October 06.</p> <p>A report on the future re-commissioning of the above will be presented to the October SPEMB including a timetable for re-tendering leading up to April 2007.</p>
<p>To re-configure services targeted at single homeless households</p> <p>Commissioning needs assessments of the housing and support requirements of current users of these services</p> <p>Continued development of the integration of floating support services into the new Homeless Prevention and Option approach being adopted by Haringey's Housing Service</p> <p>Developing private sector housing options for non statutory single homeless linked to floating support</p> <p>Analysing data on cross authority use of these services and consulting on the implications of decommissioning with the North London SP Group and other affected authorities</p>	<p>Initial project plan to SP EMB by May 06 Assessment done by October 2006</p> <p>By Sept 2006</p> <p>By October 2006</p> <p>Paper to go to April 06 North London SP group &amp; then to 23/5/06 SPEMB</p>	<p>Tender for consultancy to carry out needs mapping underway. This is therefore on track with a likely report on the survey's outcome going to the October 06 SPPB.</p> <p>Senior SP project officer is working 2 days a week with the homeless service and in particular with the new Vulnerable Adults team manager. Work is underway to develop written protocols between the new P and O service and floating support providers (Key Support and HARTS). This will include a set of triggers for preventions and options officers and customer services which will offer guidance on who to refer to the floating support services. A publicity campaign targeted at housing officers, anti social behavioural officers and CS officers is underway to inform them about what the Floating Support services do and how to refer to them.</p>



<p>Development of a sub regional approach to move on, particularly for the single homeless</p> <p>Taking forward the SP EMB recommendation to decommission much of the existing accommodation based provision offering low level support, including the development of appropriate exist strategies for service users</p>	<p>Linked to MAP2 – end of 06/07</p> <p>Detailed plan to July 06 SP EMB. Implemented Oct – March 2006</p>	<p>Meetings have taken place between the Head of SP and Head of Housing Supply where it has been agreed in principle that the accredited landlord scheme could be rolled out to single homeless households linked to Key Support. This scheme is already operating for homeless families linked into HARTS family support service. There is early work within the Housing Supply service to develop a non-rent deposit scheme with existing private letting agencies that could be used for non-statutory homeless households. A further meeting is planned between Housing Supply and a SP senior project officer to consider these options further that will take place before end of September 2006.</p> <p>A report on the cross use of Haringey's single homeless provision was discussed at the July meeting of N London SP Managers group. Camden, Westminster, Islington and Haringey have also met and agreed an action plan to link some of Haringey's and Islington's existing provision into Camden's SH pathways project. Essentially, to use some of the existing provision as second stage move on from the central London hostels. This</p>
---	---	---

		<p>work will be completed by the end of April.</p> <p>Meetings with providers are underway to consider the implications of decommissioning and sub regional use of existing provision. Visits to services to discuss the implications for service users are planned and a discussion is planned at the next 'You Count' service user forum.</p>
To integrate the Floating Support Service with 'Homes for Haringey'	By June 2006	<p>This is on track. Management agreements between Homes for Haringey and the Floating Support Services, joint management meetings, and joint monitoring arrangements are in place. Trigger points are now written into the H4H Housing Management Instructions that will ensure early referral to support services for households under threat of eviction. A major advertising campaign is underway with advertisements in staff magazines and anew leaflet will be made available shortly. Briefings have been given to frontline and customer services staff as well as tenants acting as 'lay advocates' for their tenants.</p>
To develop a Housing and Support Strategy for Older People	End of 2006/07	The OP Housing Strategy Project Board hasn't yet met.
To commission research into the	Research findings by July 2006, final	Evaluations of existing research and

Housing and Support Needs of domestic violence survivors from BME Communities, particularly Turkish Speakers	report by Sept 2006	needs data have been completed. The findings were presented to the Council's Executive Member for Safer Communities in August and further advice and guidance is awaited on the next steps.
To develop benchmarks for cost, performance and value applicable across services operating in the sub region. To have a particular focus in 2006/07 on: 1) Benchmarking floating support services against staffing levels, unit cost and service capacity. 2) Benchmarking Quality. 3) Benchmarking performance, particularly including outcomes.	By October 2006	The first elements on cost analysis have been completed. The second and third will be completed in September 06 and will be reported to the North London managers meeting.
To identify and commission services that meet cross authority needs that would benefit from being commissioned on a regional basis	By September 2006	This partly depends on the benchmarking work described in the previous action and discussions on the cross authority use of single homeless provision. However, Haringey is leading discussions with Camden, Westminster and Enfield and the leading provider of floating support to single people on creating a single North London floating support service. An early options paper indicates a 10% efficiency that could be used to significantly increase capacity across the region. This will be considered in more detail at the Sept meeting of the N London SP

		<p>Managers.</p> <p>Haringey is discussing with Hackney and Islington about the commissioning of services for former sex workers.</p>
To further develop the VfM tools that are applied to contract costs, to take account of the outcome of quality assessments and performance (particularly on outcomes). To use this to consider what can be expected from the various types of service, levels of support, staffing inputs etc. This will be used to start setting benchmarks for standard and above standard performance and what this might cost.	Initial analysis by June 2006, benchmarks determined by Sept 2006, consultation on performance related initiatives by Sept 2006, to be implemented by April 2007	<p>VfM cost tools are already in place and a more detailed analysis is underway, starting with MH and OP. Quality and Performance scores are now being added. MH to be completed by the end of August and the other sectors by the end of October.</p> <p>This analysis will be used to fix contract prices and service targets – Will be used for the new contracts that will be in place by the end of December.</p>
Development of Outcome Performance Framework linked to local, regional and national priorities and targets.	By end of 2006/07	<p>The development of the framework is complete and has been piloted with the large floating support services – Now complete with reports going to the Sept 06 SP PB.</p> <p>Work is underway to rollout framework to 7-8 additional providers by Dec 2006.</p>
To implement Communication Strategy to: 1) Provide 'Key Messages' Leaflets for Service Users, customer services, websites, Libraries etc. 2) To provide high level information for professionals and commissioning managers.	By July 2006	<p>The Key messages leaflets on 'What SP is' and 'What services are paid for' are now complete and are being sent out to appropriate services, receptions, libraries etc. – Complete by mid August. A leaflet on 'How to access</p>

		<p>services' will be rolled out by the end of August. A leaflet on the strategy will be complete by mid Sept. The website has been successfully updated with information based on these leaflets. There is current further work to enable access to the SP Local Directory of services that will be completed by mid Sept 06.</p> <p>We have introduced a programme of mystery shopping to find out what the response is regarding the phone numbers on the leaflets and the quality of information given to the public.</p> <p>A programme of publicity on strategically placed billboards advertising direct access support and SP in general will run from Sept to early Oct 06.</p> <p>We are planning a DVD presentation on how to access floating support and what it does to go n Haringey's website.</p>
To set up a series of procurement Seminars to inform the development of an overall SP procurement Strategy.	Seminars up to Dec 2006, procurement strategies developed throughout 2006/07 - Mental Health strategy to be in place by October 2006	One seminar for MH has occurred. Another one is planned before the end of December. Early plans are in place to set up seminars for all housing providers - both HA and private sector - to talk through accommodation

		procurement options.
To complete putting Steady State Contracts in place	All completed by Nov 2006	Early work has started on steady state form and template. We aim to have a draft completed for consultation by the 5th Sep. We plan to have all new contracts agreed by December.
To support all services in attaining the next standard of quality (level B) in at least two out of six areas in the Quality Assessment Framework, with a focus on protection from abuse and health and safety.	By March 2007	A programme of quality assessments has been set up for the next two years. The first wave of QAF desk top pre-assessments has started.
To implement Service User Involvement and Consultation Plan to offer: 1) Service User capacity training and mentoring. 2) To establish Service User Steering Group. 3) To roll out the development of client specific focus groups and forums. 4) To have guidance in place that supports and enables service users to be full participants in commissioning process from service design through to provider selection across client groups.	By Sept 2006 (1 and 3 are on-going)	<p>The Service User steering group has been established. It features representatives from a broad range of client groups. The Terms of reference have been agreed and the group will meet every 2 months. The group will have two non-voting places on the SP PB and these will be selected at it's Sept 06 meeting. Further work is underway to look at adding further groups to the steering group. Training and mentoring is offered to members of the group.</p> <p>We are now in the process of sending out 'Key Message Summaries' of the outcome from the service reviews to service users. These will include a feedback form about the views on the outcome of the reviews. We are setting</p>

		<p>up a process to summarise feedback and then disseminate to the SU Steering Group and providers. These will then be reported to the SP PB and will be used to inform future commissioning decisions.</p> <p>Focus groups and a roadshow have now been set up for survivors of DV. Focus groups for MH service users are continuing and joint work is underway with one of the key support providers to set up a service under group for vulnerable families. Early service user involvement work is underway with the Travellers Service and Youth Offending.</p>
To continue to develop information systems to improve the quality, accuracy and accessibility of SP supply and other data	On-going	There is ongoing work to improve the quality of data in the PI workbooks. We work with providers to improve the data provided and will reject workbooks that are submitted corrupted. Work is underway in IT services to implement SPOCC.NET by December 2006 - this will allow online uploading of performance workbooks.
To continue to collect and improve the accuracy of equalities data and determine what changes in services and practices are needed to address any over and under representation of services	By October 2006	A report regarding ethnicity, gender and disability was presented to the July SP PB. A further more detailed report is due at the Sept 06 SP PB.

# **Supporting People Strategy 2005 – 2010**

## ***Year 2 Annual Plan 2006-07***



<b>Contents</b>		<b>Page</b>
<b>1</b>	<b>Purpose on the Annual Plan</b>	<b>2</b>
<b>2</b>	<b>Vision and key Objectives</b>	<b>3</b>
2.1	Vision for SP services in Haringey	3
2.2	<b>Key Objectives</b>	4
<b>3</b>	<b>Local Management Issues</b>	<b>5</b>
<b>4</b>	<b>Risk Management</b>	<b>6</b>
<b>5</b>	<b>Resources</b>	<b>18</b>
5.1	Service Delivery Partnerships	18
5.2	Procurement	18
5.3	Efficiency Savings	19
5.4	Revenue Investments	20
5.5	Expenditure and Income Summary	21
<b>Appendices</b>		
<b><i>Appendix A: Improvement Plan</i></b>		<b>31</b>
<b>Appendix B: Structure Chart</b>		<b>41</b>
<b>Appendix C: Ethnicity Data</b>		<b>45</b>

## 1. Purpose of the Annual Plan

The Government requires all Local Councils receiving Supporting People grant to agree with NHS and Probation partners a Five-Year strategy covering 2005 to 2010. A local commissioning body that includes these partners must agree the strategy. The Supporting People Executive Management Board acts as the commissioning body for Haringey. In line with Government requirements the Strategy should describe;

- what support services are provided in Haringey that are funded by Supporting People grant;
- the level of SP funding available to each vulnerable client group
- an analysis of whether these services meet current and future need, in particular where there is under provision;
- a description of how services and SP funding will be changed to meet unmet needs and the strategy's priorities
- a description of how payments are assessed to cover the support charges of tenants/service users
- Details on consultation arrangements for Supporting People decisions, including how people using SP funded support are involved in decision making

Haringey successfully agreed its five year strategy in February 2005 and it was submitted to the Office of the Deputy Prime Minister by the 31 March 2005. There was extensive consultation on the strategy that included service user groups, providers, statutory agencies and services, the voluntary sector and Council members.

The Government also requires an annual plan to be agreed by local commissioning bodies, which sets out;

- how the Supporting People Five Year Strategy will be implemented in any year;
- what changes have been agreed to the strategy since its submission to the Government and
- the revised level of services and SP funding for each vulnerable client group.

**Haringey's Five Year strategy is coming into the second year of its implementation. This document is Haringey's SP Annual Plan for 2006/07 and it sets out what elements of the five year strategy will be delivered this year and on-going developments. These are detailed in Appendix A – Improvement Plan on page x.**

## **2. Vision and Key Objectives**

The overarching purpose of Haringey's Supporting People Strategy 2005 – 2010 is to contribute to the achievement of the objectives in Haringey's Community Strategy 2003-2007.

The Community Strategy sets out the shared vision and objectives of all Local Agencies that form the Haringey Strategic Partnership. It is also based on the views and priorities of Haringey's people, as expressed through local community groups and surveys of local people. The agreed shared vision that underpins the Community Strategy is to;

'measurably improve the quality of life for the people of Haringey by tackling some of our biggest problems and making it a borough we can all be proud of.'

The five main priorities of the Community Strategy are:

- 1) Providing modern, better quality, more accessible services for everyone who needs them, particularly health and social services;
- 2) Narrowing the gap between the east and the west of Haringey by improving the most deprived areas;
- 3) Creating safer communities;
- 4) Creating a cleaner, greener environment with better transport and leisure opportunities; and
- 5) Raising achievement in education and creating opportunities for life long success.

Although it is nearing the end of its time frame and needs to be rewritten, its priorities still drive the vision and key objectives of Haringey's Supporting People Programme.

**Supporting People has a particular contribution to make towards achieving the following themes:**

- 1) Improve Services
- 2) Narrowing the Gap
- 3) Safer Communities

## **2.1 Vision for Supporting People services in Haringey**

Haringey's Supporting People programme will fund services that deliver high quality and effective housing related support services to vulnerable households to:

- 1) Complement and dovetail with statutory services
- 2) Prevent and combat the effects of institutionalisation
- 3) Promote social inclusion amongst deprived households
- 4) Meet the needs of a diverse Borough
- 5) Help to promote safer communities

Haringey's Supporting People programme is also committed to working with other London Boroughs through the Association of London Government and other regional structures to develop and commission housing and support services for vulnerable households who need to access services across London

## **2.2 Key Objectives**

**In the context of Haringey Council's overall planning and performance framework, the key objectives for the Supporting People service are as follows:**

*To ensure best use of available resources by improving cost and efficiency;*

This includes;

- To use the outcome of the Supporting People service reviews to improve capacity, service standards, performance and cost effectiveness

- To develop and improve regional and sub-regional working, including effective benchmarking to improve cost, quality and performance and to share knowledge and good practise
- To consider the potential to commission and procure services sub regionally and regionally to achieve improved flexibility of access; to deliver cost efficiencies; to assist with effective market management and to develop and provide specialist services
- To develop the approach used in Supporting People for assessing service costs for use in other service areas and enhancing it to take account of service performance and achievement on outcomes

*To improve effectiveness of service delivery and outcomes;*

This includes;

- Developing extra care supported housing opportunities for disabled people to promote independent living.
- Supporting People to develop frameworks for measuring service outcomes linked to local and Government targets and for assessing the impact of services on individual service users, particularly with regard to access to education, training and employment
- Streamlining access to housing related support services
- Developing more easily accessible information on Supporting People and what support services are available
- To use modern procurement and commissioning approaches, including market testing (where appropriate) and informed market research to deliver better services and improved cost efficiencies

*To improve the quality of services for users and carers; and*

This includes;

- Using the Supporting People QAF to bring policy and practise for all housing related support providers to substantially above minimum standards (Level B) and with the prospect of delivering leading practise (Level A) – To include offering support, training and mentoring networks

*To promote fair access to services.*

This includes;

- To develop and support the capacity of service users to take part in decision making that affects their services, particularly hard to reach and BME communities – To include training, mentoring support and the development of a broad range of approaches that promote their involvement
- To develop and support service user and carer led forums and a representative steering group that will feed into key strategies, plans and budget discussions
- To improve the quality of needs and equalities data collected; of gap analysis and how this analysis is used to commission and develop services

### **3. Local Management Issues**

In addition to the delivery of key elements of the Supporting People Five Year strategy, there are a number of medium to long term challenges that the Supporting People Executive Management Board (SP Commissioning Body) will be considering this year. Some are reflected in the actions set out in the Implantation Plan (see section x on page x) but others are still subject to further discussion between the key partners and stakeholders. The Annual Plan may be updated following these discussions and an updated version will be released for consultation once these have concluded.

These challenges include:

- **Responding to the medium to long term effects of the Government's proposed Distribution Formula**
  - Current models suggest a long term reduction in Haringey's SP grant from £21.7 million to £12 million
  - A detailed technical response has already been submitted that poses serious questions over the accuracy and robustness of the formula and a partner response that it should not be implemented. Further lobbying is planned through out 2006/07
  - The Government plan to announce whether and how it intends implementing the new funding formula in the Summer of 2006 – If fully implemented as is this could result in Haringey only receiving 95% of it's 06/07 allocation in 2007/08, which would mean finding over £1million of savings in 07/08
  - In September/October 06 the SP Executive Management Board will initiate a full strategy and spending review in light of the Government's announcement on the Distribution Formula
- **Embedding low level floating services into statutory agencies and providers**
  - As part of the re-engineering of the Homeless Persons Unit into a Prevention and Option Service, working jointly with Housing Needs and Strategy to improve it's response to vulnerable households, including the development of the Vulnerable (Adults) Service and fully integrating the generic floating support services into the new Prevention and Options framework
  - Integrating the floating support services into the routine working arrangements of Homes for Haringey (Arms Length Management Organisation), ASBAT etc., to maximise referrals to these services and to deliver the early prevention of tenancy failure, ASB etc – To follow through with a roll out of this approach to the RSL landlords
  - Improved access to low level services for Statutory Mental Health and Learning Disability services
  - The continued integration of 60+ into statutory services for Older People
  - Improved joint management and monitoring arrangements for the above
- **The re-commissioning and restructuring of many key areas of the programme arising from the Five Year Strategy**
  - The service reviews of housing related support services for people with mental health problems highlighted weaknesses in existing provision and recent needs research suggests a shift towards more high support, with greater emphasis on tackling the social exclusion and poor quality of life for many existing service users
  - Service reviews also found substantial weaknesses in local accommodation based services for offenders and lack of evidence of successful outcomes

- Recent needs mapping of the housing and support needs for older people points to a need to shift provision from low level accommodation based services to more extra care and a greater flexibility in how support services are delivered
  - The reviews of supported housing for the single homeless have concluded that low level accommodation based services need significantly scaling down in favour of floating support linked to Homeless Prevention and Options. However, there is a cross authority element to these services that needs to be considered within a sub regional and regional context
  - Accommodation strategies are required for all these sectors both in terms of the better use of existing properties, the development of new extra care provision and the capital investment required for both
  - Effective project management; risk and exit strategies; communications and stakeholder and service user consultation/involvement are needed in all these areas
  - A Housing Strategy for Older People is already being developed and a detailed project plan is being put in place for the mental health re-commissioning – A similar plan is being drawn up for offender services
  - A conference for all housing providers and developers is planned for early 2006/07 to consider medium to long term supported housing requirements
  - Provider and stakeholder seminars are planned throughout 2006/07 to consult on service delivery models in these sectors and approaches to procurement and contracting – The first one for the MH sector will take place on the 4 April 06
- **The long term mainstreaming and integration of the Supporting People programme (linked to the Government's new national strategy)**
    - The integration of the SP Team and related administrative functions into other Council Services, with the sharing of skills, expertise and practises
    - Exploring the full integration in 2006/07 of the commissioning of housing related support services with social care commissioning, for people with MH problems and people with a learning disabilities - Decisions would shift to the relevant partnership boards once long term SP funding levels are set (Sept 06 onwards)
    - Exploration of a similar approach for older people services and the Children Service leading the commissioning of housing support for teenage parents and other young people at risk
    - Working within the North London SP Group on developing joint commissioning for all other groups
    - Exploring the impact of introducing Direct Payments and Individual Budgets to housing related support services

#### 4 Risk Management

The following risk factors have been identified as having a significant impact on the successful delivery of the local management issues mentioned above:

This document sets out the Supporting People key risks. The risks are based upon the following objectives:

To maximise high quality and first class support services to vulnerable households that enables and promotes their independence and social inclusion within available resources.

- To target services to those in greatest needs; and

- To deliver services that are able to meet the needs of all Haringey communities and client groups.

To support the delivery of key local and national targets e.g. the community strategy, community care strategy, the health improvement modernisation plan, housing homelessness strategy, the community safety and crime reduction strategy, Valuing people, the National Service Frameworks.

To use the Supporting People contract and service reviews to achieve best value and improve supply.

- Release investment for new support services for unmet need;
- Achieve Government spending targets; and
- Improve the capacity and supply provided by existing service.

To develop the Supporting People Strategy and Development Plan

- Analysis of need and projection of existing and future demand;
- Analysis of existing supply in terms of meeting need/priorities;
- Proposals for Development and changes in services;
- Effective consultation with residents, tenants, Local Authority members, providers etc;
- Consideration of equality issues affecting SP in Haringey; and
- How will the programme be managed and governed, including improvements.

Effective and improved administrative and management systems including:

- Effective Financial assessment and payment processes;
- Effective Quality Assessment and Performance monitoring;
- Effective and joined up Contracting and Procurement systems;
- Improved Communications and Information sharing;
- Improved management of risks;
- Effective and improved governance; and
- Systems for more effective allocation of resources.



**Key to the Risk Register:**

Ref: Details the reference number for the risk.

Risk Identified: Details the risk identified by management.

Inherent Risk: Is assessed by Impact (I) and Likelihood (L). The Inherent risk is the impact of the risk occurring, and how likely it is to occur, without any mitigating actions in place to address the risk. The Impact and Likelihood of the risks are scored either High (H), Medium (M) or Low (L). The rankings can be tied into the overall Local Authority risk framework.

Controls: The actions and processes which are currently in place to manage the risk identified.

Residual Risk: Is assessed on the same rankings as Inherent Risk. The Residual Risk is the impact and likelihood of the risk occurring with the current controls in place.

Further Action: Where there is outstanding residual risk, further actions have been identified by management to reduce the exposure of the Supporting People programme to the risk. A separate action plan, including a timetable for implementation of the further actions, will be produced.

The risk register contains a number of controls with a reference number, e.g. (H7) with them. This is a reference to a risk and control within the Councils risk management framework, e.g. H7 refers to an entry on the Housing Risk Register.

Departmental References:

H – Housing

SS – Social Services

F – Finance

AC – Access Services

ES – Environmental Services

E – Education



		I	L		I	L	
<b>SP1</b>	<p>The inability of the market to respond in an appropriate time frame:</p> <p>to changes in demand;</p> <p>to current and future quality standards.</p>	<b>H</b>	<b>H</b>	<p>Monthly performance reports to Senior Management Team and Chief Executives Management Board.</p> <p>Supporting People Service Review Process.</p> <p>Reporting outcomes of Supporting Peoples Providers reviews to the Supporting People Commissioning Body (SP CB).</p> <p>Provider capacity building – work underway with the Voluntary Sector team to develop the management capability of small providers.</p> <p>Providers Practitioners Group.</p> <p>Negotiating mergers between failing providers and more effective ones.</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p> <p>Corporate Procurement process.</p> <p><i>Head of Procurement</i></p> <p>Performance reports to teams at 3<sup>rd</sup> Tier level (H7)</p> <p><i>Head of Housing</i></p>	<b>H</b>	<b>L</b>	<p>Involvement in the sub regional agenda.</p> <p>Work with Procurement through the Trade Local Strategy to develop capacity of small local providers.</p> <p>Mentoring system between large and small providers.</p> <p>Development and formation of Exit Strategies for services that are not going to be procured.</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p>
<b>SP2</b>	Inadequate and unclear working	<b>H</b>	<b>H</b>	Commitment from Chief Officers in establishing permanent	<b>H</b>	<b>L</b>	Memorandum of understanding for distribution and discussion between the relevant partners,

	relationships between partners; potential conflict between SP programme and Partner objectives.			<p>protocols, policies and procedures.</p> <p>Supporting People Management Board (SPMB), including Senior and Strategic managers from all Partner agencies.</p> <p>Reports from the SPMB to the SPCB.</p> <p>Supporting People Accountable Officer is of an appropriate level of seniority in the Local Authority, and a member of CEMB.</p> <p>Supporting People Management team is of an appropriate level of Local Authority.</p> <p>SPCB is chaired by the Chief Executive of the PCT, and attended by the Directors of Housing and Social Services.</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p> <p>Fully joined up working (SS1)</p> <p><i>AD- Older Peoples Services</i></p>			<p>including a written process for conflict resolution.</p> <p>Establish a broader forum of 3<sup>rd</sup> and 4<sup>th</sup> tier managers and other stakeholders.</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p>
<b>SP3</b>	Supporting People Programme objectives are not realistic and do not meet strategic	<b>H</b>	<b>H</b>	<p>Effective and robust needs mapping.</p> <p>Effective needs information.</p>	<b>H</b>	<b>L</b>	<p>Development and Implementation of Commissioning Matrix to allocate funds reflecting key corporate targets.</p> <p><i>Supporting People Programme Manager/</i></p>

	requirements			<p>Stakeholder involvement</p> <p>Delivery of the Supporting People programme Improvement Plan</p> <p>Delivery of the Supporting People 5 Year Strategy</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p> <p>Robust Performance Management Framework (SS11)</p> <p><i>Director of Social Services</i></p>			<i>Head of Housing/Assistant Director for Social Services (Adults)</i>
<b>SP4</b>	Change in funding rules	<b>H</b>	<b>H</b>	<p>Tools for assessing the split between social care and housing support costs.</p> <p>Joint commissioning and funding arrangements.</p> <p>Review of eligibility criteria.</p>	<b>H</b>	<b>L</b>	Contingency funds available in base budgets in Social Services and Health.
<b>SP5</b>	Process of re-modelling services does not take enough account of needs of existing clients.	<b>H</b>	<b>M</b>	<p>Monthly performance reports to Senior Management Team and Chief Executives Management Board.</p> <p>Supporting People Service Review Process.</p> <p>Reporting outcomes of Supporting Peoples Providers reviews to the Supporting People Commissioning Body (SPCB).</p> <p>Provider capacity building – work underway with the Voluntary Sector team to develop the</p>	<b>H</b>	<b>L</b>	<p>To extend good care management practise to all areas.</p> <p>To develop Single Assessment Processes for Housing Related Support and non-Supporting People funded services.</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p>

				<p>management capability of small providers.</p> <p>Providers Practitioners Group.</p> <p>Negotiating mergers between failing providers and more effective ones.</p> <p>Good working relationship with Care Management providers.</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p> <p>Corporate Procurement process.</p> <p><i>Head of Procurement</i></p> <p>Performance reports to teams at 3<sup>rd</sup> Tier level (H7)</p> <p><i>AD- Housing Strategy and Needs</i></p>			
<b>SP6</b>	Desire for market stability, March 2006 review deadline and the requirement to realise budget savings could conflict with SP programme requirements	<b>H</b>	<b>H</b>	<p>Supporting People Procurement Strategy</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p>	<b>H</b>	<b>L</b>	<p>Approval of Supporting People Procurement Strategy by Procurement Committee</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p>
<b>SP7</b>	Inappropriate and ineffective financial appraisal during review process which hinders the investment opportunity.	<b>H</b>	<b>H</b>	<p>Service Review Process</p> <p>Provider Accreditation Process</p> <p>Scrutiny by Corporate Finance</p> <p>VFM tools in place</p> <p><i>Supporting People Programme</i></p>	<b>M</b>	<b>L</b>	

				<i>Manager</i>			
<b>SP8</b>	New Govt funding formula resulting in redistribution of funds and consequent loss of funding over and above Govt SP reduction targets. Announcement on distributive formula due in September.	<b>H</b>	<b>H</b>	<p>Report to the executive member for Social Services and Housing.</p> <p>Planning model to take account of 25% reduction in funding.</p> <p>Early identification of priorities.</p> <p>Discussion and identification of alternatives sources of funding.</p> <p>Identify statutory responsibilities.</p> <p>Analysis of unit cost.</p> <p>Early discussion with members.</p> <p>Early identification of risks to CEMB.</p> <p>High level strategic and VFM review.</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p>	<b>H</b>	<b>L</b>	<p>Further development of contingency plan for the 25% reduction in funding</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p>
<b>SP9</b>	Commissioning Body decision to close politically sensitive housing support schemes.  There are over 2,000 sheltered flats mostly for older tenants in Local Authority and RSL tenancies	<b>H</b>	<b>M</b>	<p>Early involvement of CEMB and key Executive Members in formulation of decision.</p> <p>SP Strategy link to Corporate Plans and involvement of Members in development of Strategy.</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for</i></p>	<b>H</b>	<b>L</b>	

				<i>Social Services (Adults)</i> Project Management of Fit for Purpose Housing Strategy (H4). <i>Head of Housing</i>			
<b>SP10</b>	Inability to meet budget and commissioning targets due to delay in review process.	<b>H</b>	<b>M</b>	Contract Review Process. Reporting arrangements to Supporting People Executive Management Board and Social Services SMT of the Contract Review Process. 2005/2006 timetable for reviews. Monthly budget reporting to Director of Social Services. Successful bid for ODPM for additional admin resources. <i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i>	<b>H</b>	<b>L</b>	Ensure adequate involvement agreed with the Adults Business Unit. <i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i>
<b>SP11</b>	Inability to recruit and retain experienced and qualified SP staff – this particularly applies to staff carrying out contract and service review.	<b>H</b>	<b>M</b>	Services provide staff with appropriate training and on the job coverage with a supervising officer in order that experience in the job capacity may be gained. Training programme has been implemented. <i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i>	<b>H</b>	<b>L</b>	



				Appraisal system, including target setting and reward schemes, (SS5) Recruitment Policy and Procedure Leadership Programme (H2)			
<b>SP12</b>	IT failure and failure of support mechanisms.	<b>H</b>	<b>L</b>	Accurate and appropriate Manual records of payments. <i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i> Contingency planning for business failure. Business Continuity Planning. Disaster Recovery Plan, (AC1) <i>Head of IT Services</i>	<b>M</b>	<b>L</b>	Document the Supporting People Continuity Plan <i>Supporting People Programme Manager/Head of Housing</i>
<b>SP13</b>	Conflicts within the partnership and the appeals process have a negative impact on services.	<b>M</b>	<b>H</b>	Appeals process in place. Service Review process. Early feedback to Service Provider. <i>Supporting People Programme Manager/Head of Housing</i>	<b>M</b>	<b>H</b>	Codify the appeals process in place <i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i>
<b>SP14</b>	Major failure in service provision, e.g. leading to death of a client.	<b>H</b>	<b>L</b>	Provider Accreditation Framework for SP and Social Care Contracts. Application of the Corporate Protection of Vulnerable Adults	<b>H</b>	<b>L</b>	Development of the SP Complaints and Whistle blowing policy Develop better relationships with Carers, ensuring that they know how to raise

				<p>Process.</p> <p>Service Review Process.</p> <p>Complaints Process.</p> <p>Effective care management and links to the Supporting People management team.</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p>			<p>complaints within services.</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p>
<b>SP15</b>	<p>Failure to find suitable alternative provider in case of poor/expensive provision</p>	<b>H</b>	<b>M</b>	<p>Monthly performance reports to Senior Management Team and Chief Executives Management Board.</p> <p>Supporting People Service Review Process.</p> <p>Reporting outcomes of Supporting Peoples Providers reviews to the Supporting People Commissioning Body (SPCB).</p> <p>Provider capacity building – work underway with the Voluntary Sector team to develop the management capability of small providers.</p> <p>Providers Practitioners Group.</p> <p>Negotiating mergers between failing providers and more effective ones.</p> <p><i>Supporting People Programme</i></p>	<b>H</b>	<b>L</b>	

				<p><i>Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p> <p>Corporate Procurement process.</p> <p><i>Head of Procurement</i></p> <p>Performance reports to teams at 3<sup>rd</sup> Tier level (H7)</p> <p><i>AD- Housing Strategy and Needs</i></p>			
<b>SP16</b>	<p>Unexpected loss of Service Provider:</p> <ul style="list-style-type: none"> <li>• bankruptcy;</li> <li>• provider closing business</li> </ul>	<b>H</b>	<b>M</b>	<p>Accreditation Review Process.</p> <p>Service Review Process.</p> <p>Monitoring of complaints.</p> <p>Effective care management and links to the Supporting People management team.</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p>	<b>H</b>	<b>L</b>	<p>Codify list of alternative suppliers</p> <p>Provision of contingency fund</p> <p>Action plan with Housing for alternative accommodation</p> <p><i>Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)</i></p>

## 5 **Resources**

### 5.1 **Service delivery partnerships**

- Supporting people is always looking to enhance existing links with stakeholders. A capacity building and mentoring programme is already in place for small BME providers, which will enable BME providers to have the capacity to successfully retain and develop SP contracts – This is being expanded in 2006/07
- All key decisions affecting the Supporting People Programme are made within the partnership framework of the Supporting People Executive Management Board. This is a statutory requirement and decisions amongst the partners (Council, Probation and NHS) must be unanimous. The SP Executive Management Board is accountable to the Well Being Theme Board, which forms part of Haringey's Strategic Partnership.

### 5.2 **Procurement**

**As a part of the implementation of the Directorate's Commissioning and Contracting Strategy, the Division will be seeking to maximise opportunities presented by its commissioning function to increase the use of block and framework contracts and decrease the use of spot contracts, thereby improving value for money.**

Details	Contract
Contract Title	<b>Commissioning of housing related support (SP services) for people with mental health problems</b>
Coverage	484 supported housing units across 27 existing services across 16 existing providers
	<b>Outline Project Plan</b>
	Reconfigure low level support services by March 2007
	Develop & implement new specifications for medium and high level services by Oct 2006
	To approve/sign off new steady state contracts (based on revised spec.) for existing medium and high supported services that will end March 2008 - By October 2006
	Commission/

	procure two new high supported housing services by March 2006 (to be established in 2007/08)
	To finalise accommodation strategy by December 2006
	Finalise procurement of all other medium and high supported housing projects by March 2006 (to be completed during 2007/08)
Approximate value	£3,663,316.6
Contract start date	Sept 2007?

Contract Title	<b>Commissioning of housing related support (SP services) for offenders</b>
Coverage	42 supported housing units for offenders and 18 units for drug misuse (linked to offenders) across three existing services with two providers
	<b>Outline Project Plan</b>
	Assessment of the suitability of existing schemes/properties by July 2006
	Initial Project Plan to Sept 06 SPEMB
	Consultation with service users and stakeholders on service models and specifications by Oct 2006
	Consultation with landlords on accommodation requirements by Oct 2006
	Tender process complete by March 2006
	Change management, service set up and exist strategies complete by Oct 2007
Approximate value	£500,000
Contract start date	Oct 07

### 5.3 Efficiency Savings

#### 5.3.1 Cashable Savings

It has been agreed that the following cashable efficiency savings are to be made for years 2005/2006 to 2008/2009:

#### Supporting People

- Government reduction of 1.73% for 2006/07 to £21.7 million. The Government is currently consulting on a new redistribution formula for the SP grant. This will inform the size of the SP grant from 2007/08 onwards. It is to be noted that despite the reduction of the grant, underspend from previous years is being carried forward and this will result in the SP Executive Management Board creating some limited investment in new services.

Efficiency savings 2005/06 to 2007/08		
Description of saving	2006/7 £,000	2007/8 £,000
Supporting People Contract efficiency Savings	850	
Decommissioning of Strategically Not Relevant Single Homeless and Floating Support Services		630

#### 5.4 Revenue Investments

Revenue Investment Proposals				
Proposed investment	Impact on performance	One-off/ recurring	Cost 000	Staff to be recruited
<b>Mental Health</b>				
*Two Mental Health Supported Housing Projects	To follow	Recurring	488	N/A
<b>Travellers</b>				
Two Floating Support Workers attached to LBH Traveller Service	To follow	Recurring	70	2 x FTE
<b>Homeless Families</b>				
Two Family Support Workers in Homeless Prevention and Option Service	To follow	Recurring	70	None
<b>BME/Refugee</b>				
Two new BME Floating Support Service supported by LBH VCT	To follow	Recurring	70	None

\*These are two high cost services that have been commissioned jointly with Haringey NHS TPCT for 16 service users with complex mental health needs – The contracts have been placed with the Richmond Fellowship and Mind in Haringey

Note: In line with the commissioning approach set out in Haringey's Supporting People Strategy 2050 – 2010 bids were sought by the SP Executive Management Board (commissioning body) in November 2005. Bids were received in January 2006 and were presented to the March 06 meetings of the Council's Executive Advisory Board, the Borough's Well Being Theme Board and SP EMB. They were also discussed separately by Haringey NHS TPCT's representative and Probation Service representative on the SP EMB. The above bids were prioritised for recurring funding from April 2006.

## 5.5 Expenditure & Income Summary

<b>SP PROGRAMME BUDGET 2006/07 BY CLIENT GROUP</b>				
<b>Client Group</b>	<b>No Units Capacity</b>	<b>% Units Capacity</b>	<b>Budget 06/07</b>	<b>% Budget</b>
Generic	40	0.4%	103,029	0.5%
Homeless families with support needs	708	7.2%	3,044,976	14.0%
Mentally Disordered offenders	10	0.1%	288,476	1.3%
Offenders or people at risk of offending	42	0.4%	342,592	1.6%
Older People with support needs	5,292	53.5%	5,291,864	24.3%
People with alcohol problems	31	0.3%	301,288	1.4%
People with drug problems	18	0.2%	161,595	0.7%
People with HIV/Aids	45	0.5%	95,176	0.4%
People with Learning Difficulties	151	1.5%	2,135,010	9.8%
People with Mental Health Problems	536	5.4%	3,776,418	17.4%
People with Physical/Sensory Disability	126	1.3%	367,365	1.7%
Refugees	291	2.9%	681,443	3.1%
Rough Sleeper	22	0.2%	466,380	2.1%
Single Homeless with support needs	1,044	10.5%	2,804,031	12.9%
Teenage Parents	15	0.2%	174,236	0.8%
Women at Risk of Domestic Violence	1,351	13.7%	609,124	2.8%

Young people at risk	114	1.2%	847,350	3.9%
Young people leaving care	60	0.6%	274,977	1.3%
<b>Total</b>	<b>9,896</b>	<b>100.0%</b>	<b>21,765,330</b>	<b>100.0%</b>

## Summary of Supporting People Projected Income and Expenditure for 2006/07

	Base Estimate	With inflation @ 1%	With Inflation @ 2.5%
<b>Block gross contracts</b>			
External Providers	12,778,116	12,819,705	12,882,087
Internal Providers	2,189,791	2,268,906	2,280,570
<b>Block subsidy contracts</b>			
External Providers	4,505,719	4,585,898	4,620,530
Internal Providers	2,357,942	2,381,295	2,416,324
Total Estimate 2006/07	<b>21,831,568</b>	<b>22,055,803</b>	<b>22,199,511</b>
Grant income 06/07	(21,765,327)	(21,765,327)	(21,765,327)
Anticipated Overspend 06/07	66,241	290,476	434,184
Actual Carry forward from 05/06	(883,400)	(883,400)	(883,400)
Remaining carry forward into 07/08	<b>(817,159)</b>	<b>(592,924)</b>	<b>(449,216)</b>



Note: The Government has guaranteed 95% of 2006/07 allocations will be allocated to Local Authorities in 2007/08. However, whether the level of allocations is above 95% depends on the outcome of the consultation on the Government's proposed funding formula. Under the model of the formula released in November 2005 Haringey is projected to lose £10million of its grant per annum, which would potentially make the Authority an outlier. This would increase the likelihood of Haringey losing 5% of its grant in 2007/08, which would be just over £1million. Since April 2003 the Government have allowed Authorities to carry forward accumulated underspends to help manage reductions in funding, in order to prevent the sudden and unplanned loss of services. There are no indications as to whether the Government will allow underspends to be rolled forward into next year and this will probably not be announced until the autumn of 2006. The Supporting People Executive Management Board has held back on allowing a further inflation rise in 2006/07 due to the uncertainty regarding the Funding Formula but it will review this once the outcome of the Funding Formula Consultation is known in the summer of 2006 and it has had time to consider the implications for Haringey's future SP grant. An inflation rise was allowed in 2005/06 for those services that the Council had assessed were offering cost effective services, using its Value for Money Tool.

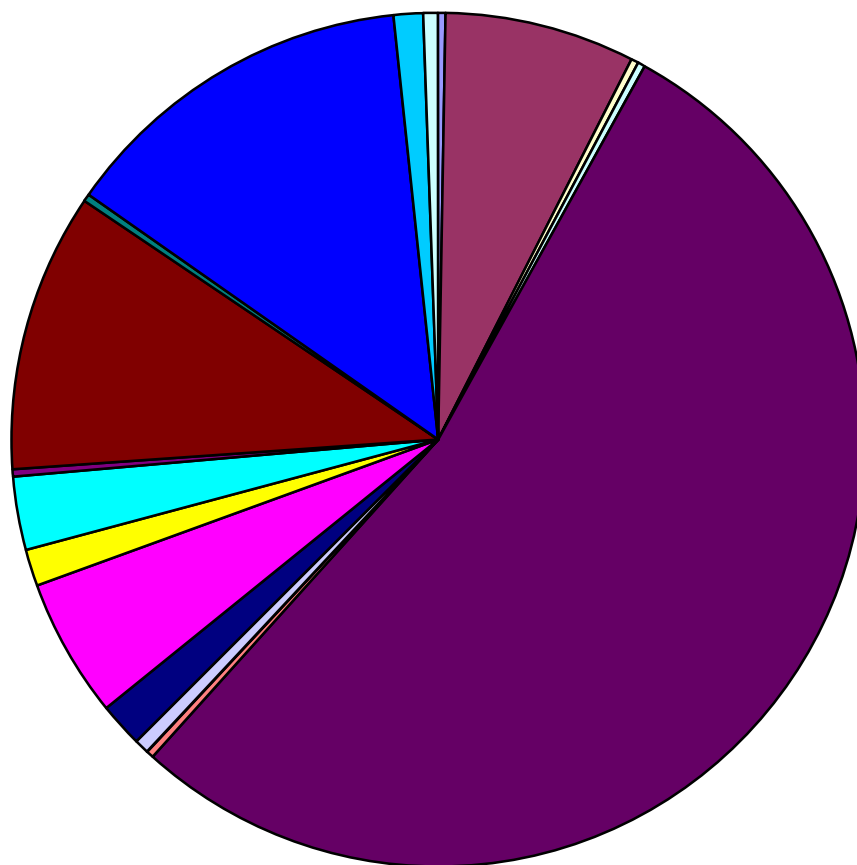
#### **SUPPORTING PEOPLE ADMINISTRATION BUDGET 2006/07**

<b>Description</b>	<b>Budget 06/07</b>
<b>Employee Expenses</b>	350,100
<b>Premises</b>	2,000
<b>Consultants</b>	12,000
<b>Supplies and Services</b>	60,100
<b>Support Service Charges</b>	89,900
<b>Grant Income</b>	(227,900)
<b>Net Expenditure for SP Admin</b>	286,200

**Note: The expenditure on the administration costs incurred by the Council to manage the Supporting People represents 2.3% of overall expenditure on Haringey's Supporting People Programme.**

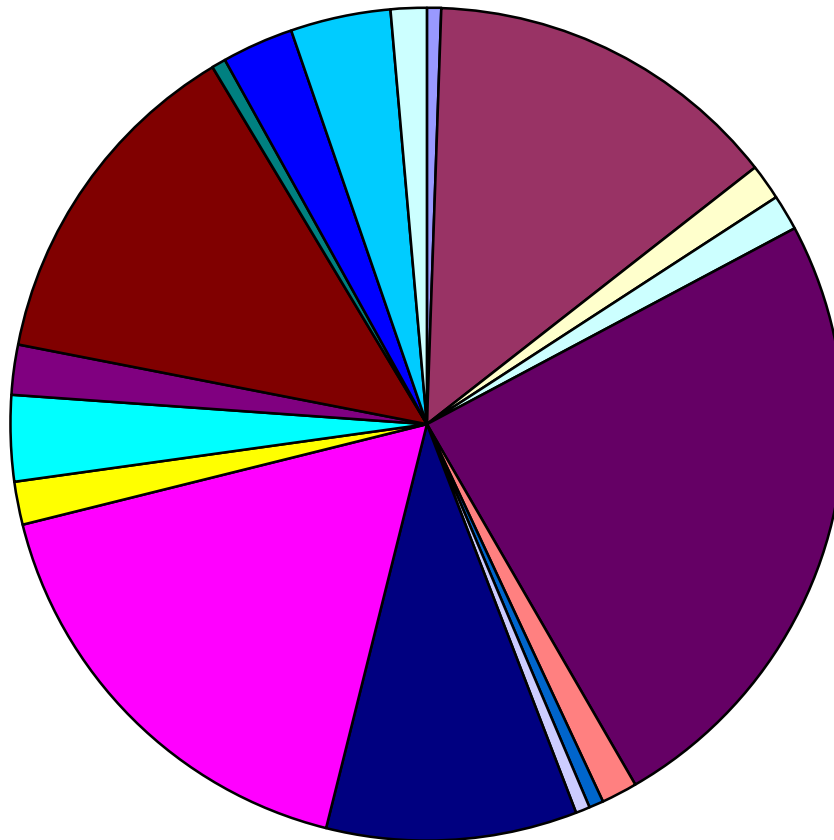
**With the creation of an automatic link between the Council's Corporate Finance System and the Supporting People database, which manages all Supporting People contracts and payment, payments can now be made directly into provider bank accounts. This has substantially reduced administration and has allowed the authority to achieve a £23,000 per annum saving through the deletion of one finance post in the Supporting People Team. This represents a 5% cash efficiency on the Administering Authority's (Haringey Council) administration costs.**

## % of SP Supply 2005/06



- ☐ Generic
- ☐ Homeless families with support needs
- ☐ Mentally Disordered offenders
- ☐ Offenders or people at risk of offending
- ☐ Older People with support needs
- ☐ People with alcohol problems
- ☐ People with drug problems
- ☐ People with HIV/Aids
- ☐ People with Learning Difficulties
- ☐ People with Mental Health Problems
- ☐ People with Physical/Senory Disability
- ☐ Refugees
- ☐ Rough Sleeper
- ☐ Single Homeless with support needs
- ☐ Teenage Parents
- ☐ Women at Risk of Domestic Violence
- ☐ Young people at risk
- ☐ Young people leaving care

## % SP Budgeted Funding 2006/07



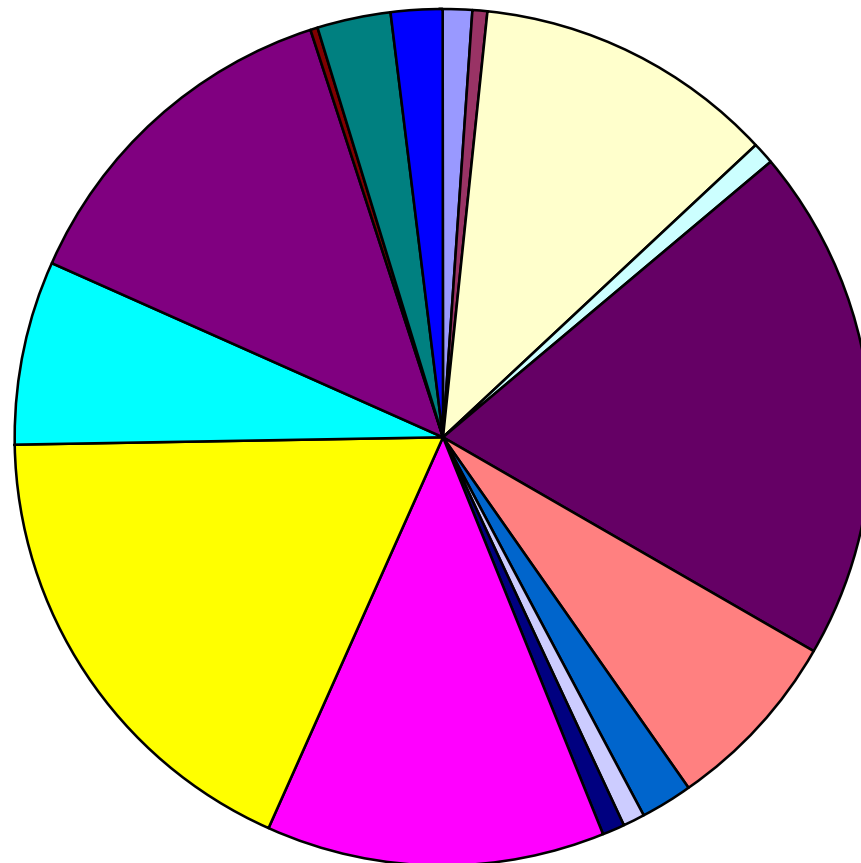
- Generic
- Homeless families with support needs
- Mentally Disordered offenders
- Offenders or people at risk of offending
- Older People with support needs
- People with alcohol problems
- People with drug problems
- People with HIV/Aids
- People with Learning Difficulties
- People with Mental Health Problems
- People with Physical/Senory Disability
- Refugees
- Rough Sleeper
- Single Homeless with support needs
- Teenage Parents
- Women at Risk of Domestic Violence
- Young people at risk
- Young people leaving care

## Number of Managers/Support Staff Employed in the Supporting People Programme

Primary Client Group	Total Front Line Support Staff	% Total Support Staff
Frail Elderly	7.11	0.99
Generic	4.31	0.60
Homeless Families with Support Needs	82	11.41
Offenders or People at risk of Offending	5.91	0.82
Older people with support needs	140.56	19.55
People with a Physical or Sensory Disability	48.82	6.79
People with Alcohol Problems	14	1.95
People with Drug Problems	6.5	0.90
People with HIV / AIDS	6.19	0.86
People with Learning Disabilities	91.89	12.78
People with Mental Health Problems	129.63	18.03
Refugees	49.25	6.85
Single Homeless with Support Needs	97.5	13.56
Teenage Parents	2.2	0.31
Women at Risk of Domestic Violence	18.99	2.64
Young People at Risk	14.03	1.95

718.89 100.00

# **% Number of SP Support Staff**



- Frail Elderly
- Generic
- Homeless Families with Support Needs
- Offenders or People at risk of Offending
- Older people with support needs
- People with a Physical or Sensory Disability
- People with Alcohol Problems
- People with Drug Problems
- People with HIV / AIDS
- People with Learning Disabilities
- People with Mental Health Problems
- Refugees
- Single Homeless with Support Needs
- Teenage Parents
- Women at Risk of Domestic Violence
- Young People at Risk

**Appendix A: Improvement Plan**

**Improvements for 2006/07**

In 2006/07 the following activities will be undertaken:

Business Plan Objective		Responsibility		
1) Implement national priorities and strategic objectives		Assistant Director		
Activities to be undertaken		Who undertake these activities?	When?	Resources and source
Supporting People Services				

<p>To re-commission/reconfigure the mental health services in accordance with the findings of commissioned needs research, service user and stakeholder views, outcomes from service reviews and in line with local and national strategic requirements</p>	<p>Supporting People Team</p> <p>Joint Mental Health Commissioner</p>	<p>Reconfigure low level support services by March 2007</p> <p>Develop &amp; implement new specifications for medium and high level services by Oct 2006</p> <p>To approve/sign off new Steady State contracts (based on revised spec.) for existing medium and high supported services that will end March 2008 - By October 2006</p> <p>Commission/procure two new high supported housing services by March 2006 (to be established in 2007/08)</p> <p>To finalise accommodation strategy by December 2006</p> <p>Finalise procurement of all other medium and high supported housing projects by March 2006 (to be completed during 2007/08)</p>	<p>Existing</p> <p>Dedicated Project Officer in SP leading on MH commissioning</p>
---	---	---	--



To re-commission/reconfigure offender services, in accordance with the findings of commissioned needs research, service user and stakeholder views, outcomes from service reviews and in line with local and national strategic requirements	Supporting People Team  DAAT Coordinator  Probation Service Area Housing Development Manager	April 07  See section 4.4	Existing  Commissioning and Review Manager leading on re-configuration of offenders services
--	--	---------------------------------	--

<p>To re-configure services targeted at single homeless households – To include:</p> <ul style="list-style-type: none"> <li>- Commissioning needs assessments of the housing and support requirements of current users of these services</li> <li>- Continued development of the integration of floating support services into the new Homeless Prevention and Option approach being adopted by Haringey's Housing Service</li> <li>- Developing private sector housing options for non statutory single homeless linked to floating support</li> <li>- Analysing data on cross authority use of these services and consulting on the implications of decommissioning with the North London SP Group and other affected authorities</li> <li>- Development of a sub regional approach to move on, particularly for the single homeless</li> <li>- Taking forward the SP EMB recommendation to decommission much of the existing accommodation based provision offering low level support, including the development of appropriate exist strategies for service users</li> </ul>	<p>Supporting People Team</p> <p>Housing Strategy and Needs</p> <p>North London SP Group</p>	<p>Initial project plan to SP EMB by May 06</p> <p>Assessment done by October 2006</p> <p>By Sept 2006</p> <p>By October 2006</p> <p>Paper to go to April 06 North London SP group &amp; then to 23/5/06 SPEMB</p> <p>Linked to MAP2 – end of 06/07</p> <p>Detailed plan to July 06 SP EMB</p> <p>Implemented Oct – March 2006</p>	<p>0.5 Senior SP Project Officer dedicated to this</p>
--	--	--	--

<p>Integration of Floating Support Services with 'Homes for Haringey' (Council Arms length Management Company for Council Housing)</p> <ul style="list-style-type: none"> <li>- To put in place Service Level Agreements between the three floating support services and ALMO</li> <li>- Agreement of joint performance framework</li> <li>- Setting up of joint management framework</li> <li>- Amendment of Housing Procedures to support better use of floating support to prevent evictions etc.</li> <li>- Improved working arrangements with ASBAT</li> </ul>	<p>SP Team</p> <p>ALMO Implementation Team</p>	<p>By June 06</p>	<p>0.5 senior SP Project Officer</p>
<p>Development of Housing and Support Strategy for Older People – To include:</p> <ul style="list-style-type: none"> <li>- Establishment of commissioning project board</li> <li>- Analysis of future supply required and of future service configurations based on completed needs mapping – Includes projections of future revenue requirements (both SP and Non SP)</li> <li>- Initial consultation with existing and potential users of services</li> <li>- Consultation with key stakeholders</li> </ul>	<p>LBH Older People's Service Manager</p> <p>LBH Capital and Strategy Initiatives Manager</p> <p>Supporting People Programme Manager</p>	<p>To be complete by March 06</p> <p>Project Board to be set up by the end of April 06 By December 2006</p> <p>On-going throughout 2006/07</p> <p>On-going throughout 2006/07</p>	<p>Existing – Housing Strategy and Needs providing project management</p>

Commissioning of Research into the Housing and Support Needs of DV Survivors from BME Communities, particularly Turkish Speakers	<p>LBH Principle Equalities Officer</p> <p>LBH DV Coordinator</p> <p>SP Programme Manager</p>	<p>Research Findings to the July 06 SPEMB</p> <p>Final Report with recommendations to the Sept 06 Council Executive and Well being Theme Board</p>	Existing
--	---	--	----------

<b>Business Plan Objective</b>	<b>Responsibility</b>		
2) To ensure best use of available resources by improving cost and efficiency	Assistant Director		
<b>Activities to be undertaken</b>	<b>Who will undertake these activities?</b>	<b>When?</b>	<b>Resources and source</b>
<b>Supporting People Services</b>			
<p>To develop benchmarks for cost, performance and value applicable across services operating in the sub region</p> <p>To have a particular focus in 2006/07 on:</p> <ul style="list-style-type: none"> <li>- Benchmarking floating support services against staffing levels, unit cost and service capacity</li> <li>- Benchmarking Quality</li> <li>- Benchmarking performance, particularly outcomes</li> </ul>	<p>The North London Supporting People Group</p> <p>Supporting People Team</p>	Data compared and results analysed by October 2006	Existing

<p>To identify and commission services that meet cross authority needs that would benefit from being commissioned on a regional basis</p> <p>To include:</p> <ul style="list-style-type: none"> <li>- Mapping services across the sub region to understand gaps and consider the possibility of sub regional re-configuration</li> <li>- Assessing the approaches being developed by the West London VIP</li> <li>- Identifying a common approach to commissioning single homeless services</li> <li>- Complete mapping of floating support services</li> <li>- Sub Regional strategic review of offender services</li> </ul>	<p>The North London Supporting People Group</p> <p>London Probation</p> <p>Supporting People Team</p>	<p>Agreement of a commissioning statement on single homeless services by May 06</p> <p>Floating support map complete by May 06</p> <p>Commissioning priorities considered and agreed with Probation for offender services by Sept 06.</p>	<p>The North London Housing Directors are considering jointly appointing a Project Manager to assist with this</p>
---	---	---	--

<p>To further develop the VfM tools that are applied to contract costs, to take account of the outcome of quality assessments and performance (particularly on outcomes)</p> <p>To use this to consider what can be expected from the various types of service, levels of support, staffing inputs etc.</p> <p>This will be used to start setting benchmarks for standard and above standard performance and what this might cost</p> <p>To use the data from this analysis to inform contract negotiations with providers and to consider the introduction of performance related incentives</p>	<p>The Supporting People Team</p>	<p>To have initial analysis completed by June 06</p> <p>To have benchmarks determined by Sept 2006</p> <p>To consult on the merits of performance related incentives by Sept 2006</p> <p>The above to inform negotiations on new contracts let in 2007/08</p>	<p>Existing</p>
---	-----------------------------------	---	-----------------

Business Plan Objective	Responsibility		
3) Improve effectiveness of service delivery and outcomes	Assistant Director		
Activities to be undertaken	Who will undertake these activities?	When?	Resources and source



<b>Supporting People Services</b>			
<p><i>Development of Outcome Performance Framework linked to local, regional and national priorities and targets</i></p> <ul style="list-style-type: none"> <li>- Initial work with generic floating support services</li> <li>- Roll out to a selection of other services across client groups</li> <li>- Progressive roll out to all services</li> <li>- Improvement in the accuracy and analysis of performance on planned and unplanned departures, with regular reports to SP EMB</li> <li>- The above included in contracting framework</li> </ul>	Supporting People Team	<p>By end of May 06</p> <p>By September 06</p> <p>From Oct 06 onwards</p> <p>By July 06</p> <p>By Oct 06</p>	
<p><i>To develop the role of the Vulnerable (Adults) Team (part of Housing Prevention and Options) to allocate all supported housing units (excluding OP and LD).</i></p>	<p>Supporting People Programme Manager</p> <p>LBH Prevention and Options Manager</p>	By July 2006	Existing
<p><i>To implement Communication Strategy to:</i></p> <ul style="list-style-type: none"> <li>- Provide 'Key Messages' Leaflets for Service Users, customer services, websites, Libraries etc.</li> <li>- To provide high level information for professionals and commissioning managers</li> <li>- To establish service user and stakeholder working group to develop the above</li> </ul>	<p>Supporting People Team</p> <p>LBH Corporate Communications Unit</p>	<p>By July 2006</p> <p>Working Group in place by May 06</p>	Existing Resources

<p>To set up a series of procurement Seminars to inform the development of SP procurement Strategies</p>	<p>Supporting People Team</p> <p>LBH Corporate Procurement</p>	<p>Series of Seminars leading up to December 2006 for providers and stakeholders – To start with the MH sector</p> <p>Client Group specific Procurement Strategies developed throughout 2006/07 – Mental Health strategy in place by October 06</p>	<p>Existing</p>
<p>To Complete putting Steady State Contracts in place, including:</p> <ul style="list-style-type: none"> <li>- Finalising contract form(s)</li> <li>- Provider consultation and negotiation</li> <li>- Procurement Committee Approval</li> <li>- Contract Sign off by providers and Council</li> </ul>	<p>Supporting People Team</p> <p>LBH Corporate Procurement</p>	<p>By June 06 By June 06 July – Sept 06 By November 06</p>	<p>Existing</p>

Business Plan Objective	Responsibility of		
4) Improve the quality of services for users and carers	Assistant Director		
Activities to be undertaken	Who will undertake these activities?	When?	Resources and source
Supporting People			
To support all services in attaining the next standard of quality (level B) in at least two out of six areas in the Quality Assessment Framework, with a focus on protection from abuse and health and safety. To Include:  - To continue following up post review Improvement Plans - Programme of annual QAF assessments to begin in May 06 - Further development and use of the small provider network – To offer training and mentoring for small providers - Benchmarking workshops to be set up led by leading local and regional practitioners - Mentoring scheme to be set up via the Practitioners Group - Further development of toolkits (issued in 2004) to take account of post review best practise - Introduction of new Child Protection Standard and Assessment Framework	Supporting People Team	By end 2006/07	Existing
	Corporate Voluntary Sector Team	On-going	
		Throughout 2006/07	
		On-going	
		By July 2006	
		By July 2006	
		By Sept 2006	
		By Oct 2006	

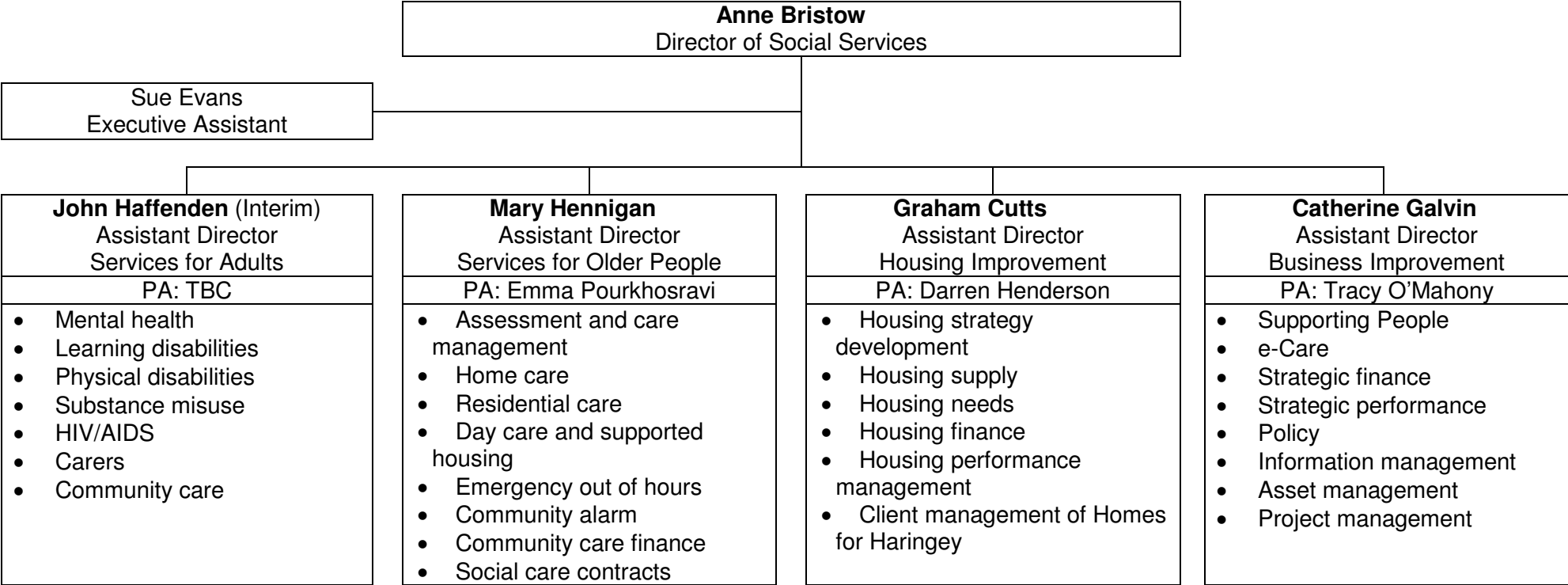
Business Plan Objective		Responsibility of		
5) To promote Fair Access to services		Assistant Director		
Activities to be undertaken		Who will undertake these activities?	When?	Resources and source
Supporting People				
To implement Service User Involvement and Consultation Plan to offer: <ul style="list-style-type: none"> <li>- Service User capacity training and mentoring</li> <li>- To establish Service User Steering Group</li> <li>- To roll out the development of client specific focus groups and forums</li> <li>- To have guidance in place that supports and enables service users to be full participants in commissioning process from service design through to provider selection across client groups</li> </ul>		Supporting People Team	On-going By July 2006 On-going  Sept 06	Existing

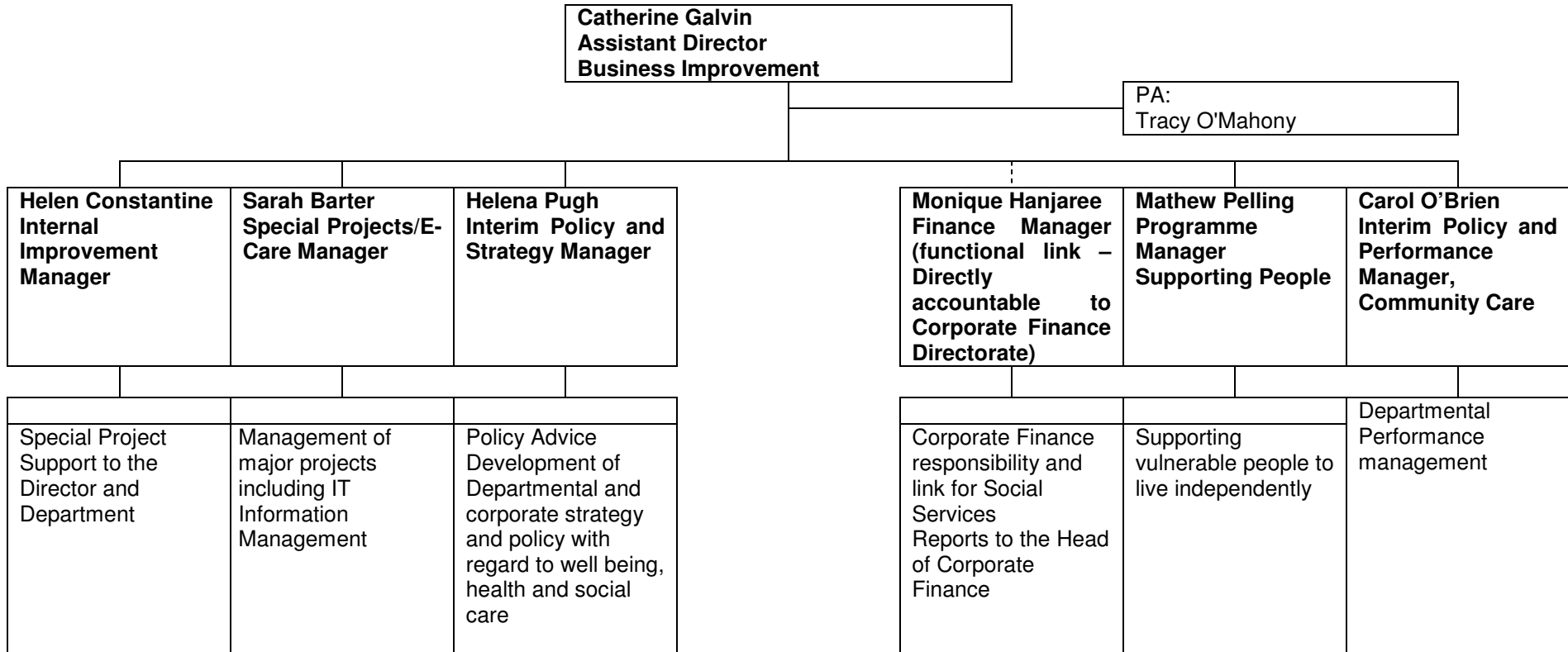
<p>To continue to develop Information Systems to improve the quality, accuracy and accessibility of SP supply and other data. To include:</p> <ul style="list-style-type: none"> <li>- Ensuring all performance returns are accurate</li> <li>- Reviewing supply data on SPOCC and working with providers to ensure that it's accurate, comprehensive and kept up to date</li> <li>- Ensuring all Government returns are accurate and submitted within two weeks of receiving requests</li> <li>- Implementation of SPOCC.Net to open up supply data via the Webb and to enable e-returns</li> <li>- Implementation of Housing Benefit/SPOCC automated link</li> </ul>	<p>Supporting People Team</p> <p>Council Support Service</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p> <p>By Sept 06</p> <p>By Sept 06</p>	Existing
<p>To continue to collect and improve the accuracy of Equality Data and determine what changes in services and practises are needs to address any over and under representations in services. To Include:</p> <ul style="list-style-type: none"> <li>- Equalities monitoring data on service users, staff, referrals and rejections etc. to be regularly collected and presented to the SP EMB</li> <li>- An action plan to be drawn up to address key issues identified from equalities monitoring</li> </ul>	<p>Supporting People Team</p> <p>Corporate Equalities Unit</p>	<p>By July 2006</p> <p>By October 2006</p>	Existing

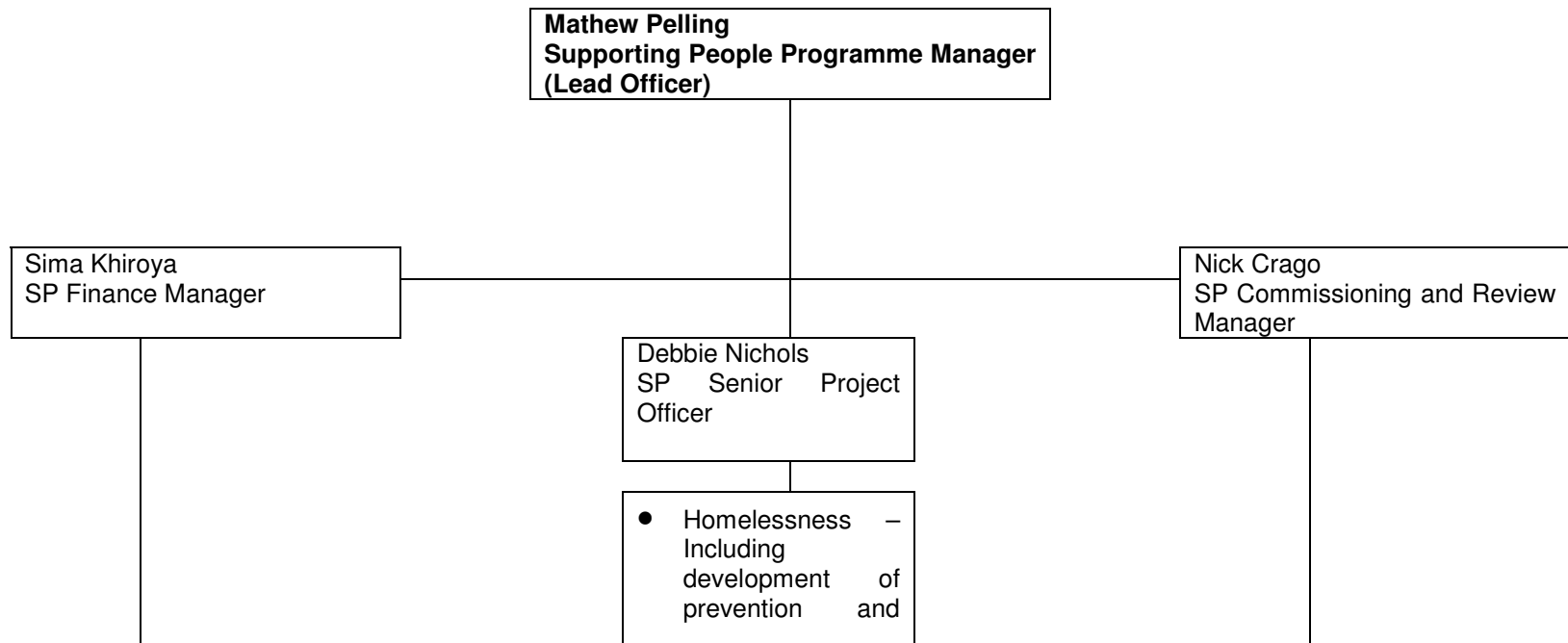
Appendix B: Structure Chart



Social Services Directorate Management Team









Jacob Fapohunda  
SP Finance  
Officer

option service as it relates to vulnerable households and re-configuration of single homeless SP services

- Domestic Violence
- Development of Floating Support Services – Including better joint working with Landlords
- Policy and Commissioning oversight of social exclusion/inclusion

**Genevieve Repino**  
SP Communication  
and Service User  
Involvement Officer

**Steve Hill**  
SP Project Officer

**Hana Paul**  
SP Project Officer

**Pamela Francis**  
SP Contracts  
Officer

Tara Warren  
SP Administrator

<ul style="list-style-type: none"> <li>• Budget monitoring and administration</li> <li>• Payment administration</li> <li>• Administration of SP subsidy applications and assessments</li> </ul>
---

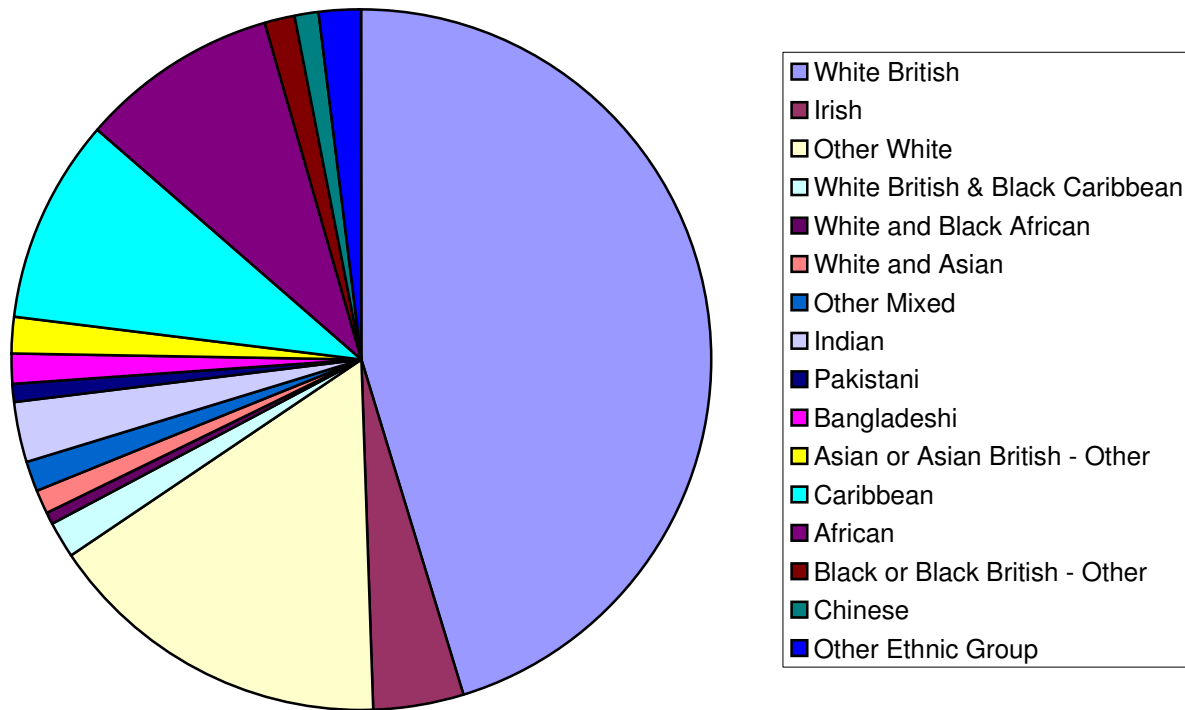
<ul style="list-style-type: none"> <li>• Development of service user involvement</li> <li>• Production of all key publications and information available to the public, stakeholders and users of services, including service directories, leaflets and newsletters</li> <li>• Community engagement in the programme and Consultation</li> </ul>	<ul style="list-style-type: none"> <li>• Development of performance framework including new outcome measures</li> <li>• Equalities monitoring and development</li> <li>• Commissioning and policy oversight of offender and substance misuse</li> <li>• Voluntary and community sector involvement</li> <li>• Employment and training initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Mental Health commissioning</li> <li>• Commissioning and Policy oversight of other social care groups, including older people</li> </ul>	<ul style="list-style-type: none"> <li>• Contract administration</li> <li>• Quality assurance assessments</li> <li>• Performance Monitoring</li> <li>• Information Systems</li> <li>• Government and other returns</li> <li>• General office management</li> </ul>
--	--	---	--

## Appendix C - Ethnicity Data on existing Users of Supporting People Services

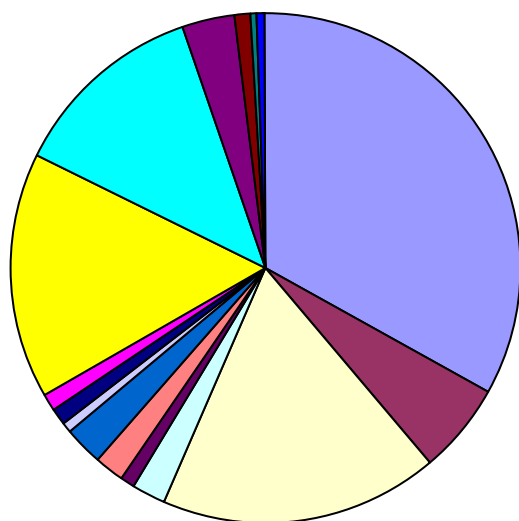
The following tables arise from Equalities Data collected throughout 2005/06, which included ethnicity, secondary disability, gender and language. Similar data was also collected on support staff. The accuracy of provider returns still needs further work and updated versions of the Annual Plan and future Plans will include this data. The following charts provide an overall picture of ethnicity and for selected client groups.

Ethnic Origin of Haringey Residents - 2001 Census Data	
Ethnic Group	% of Overall Population
White British	45.28%
Irish	4.30%
Other White	16.05%
White British & Black Caribbean	1.48%
White and Black African	0.72%
White and Asian	1.08%
Other Mixed	1.28%
Indian	2.85%
Pakistani	0.95%
Bangladeshi	1.37%
Asian or Asian British - Other	1.55%
Caribbean	9.50%
African	9.18%
Black or Black British - Other	1.35%
Chinese	1.13%
Other Ethnic Group	1.95%

# Ethnic Origin of Haringey Residents - 2001 Census Data

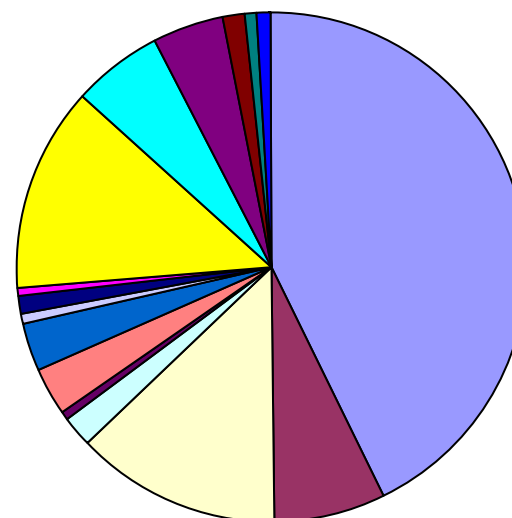


Haringey SP Ethnicity % 5444

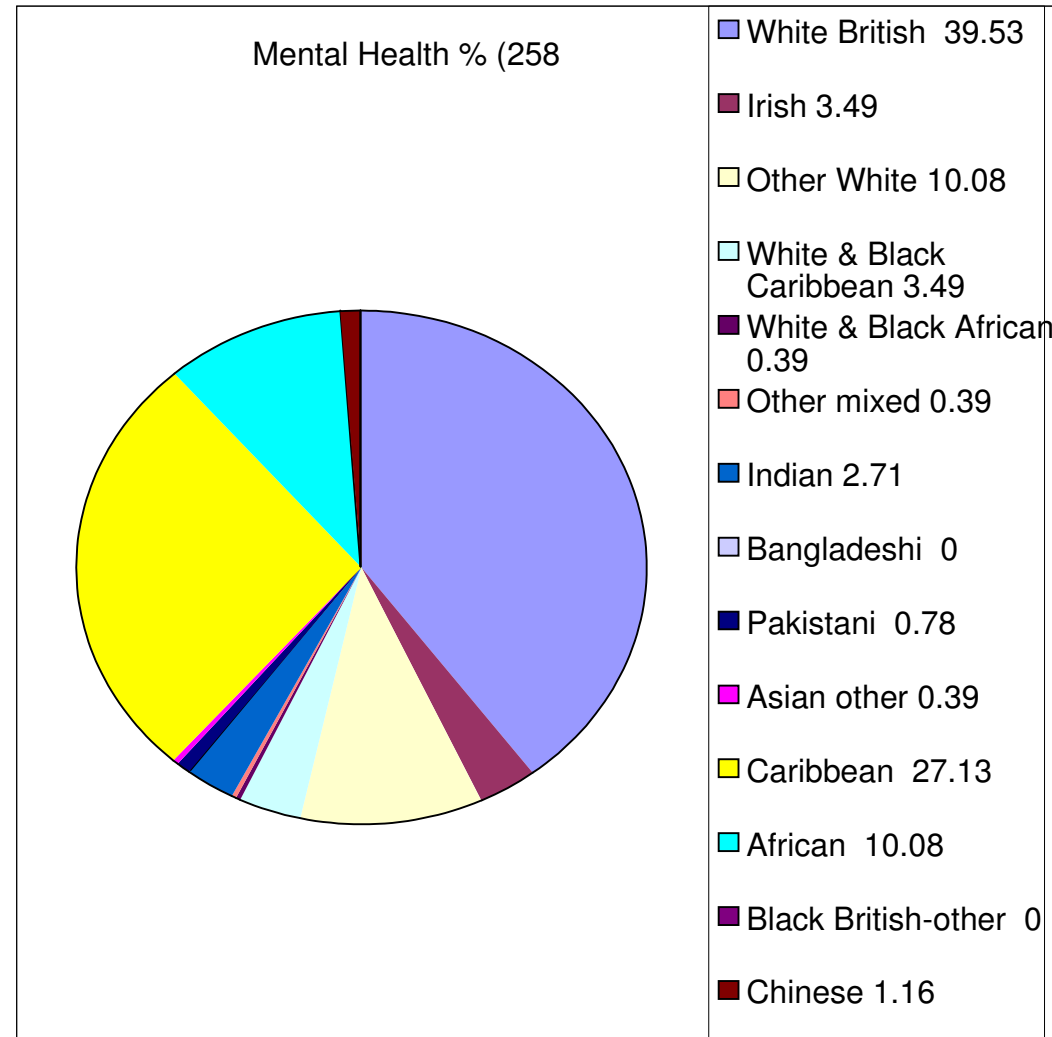
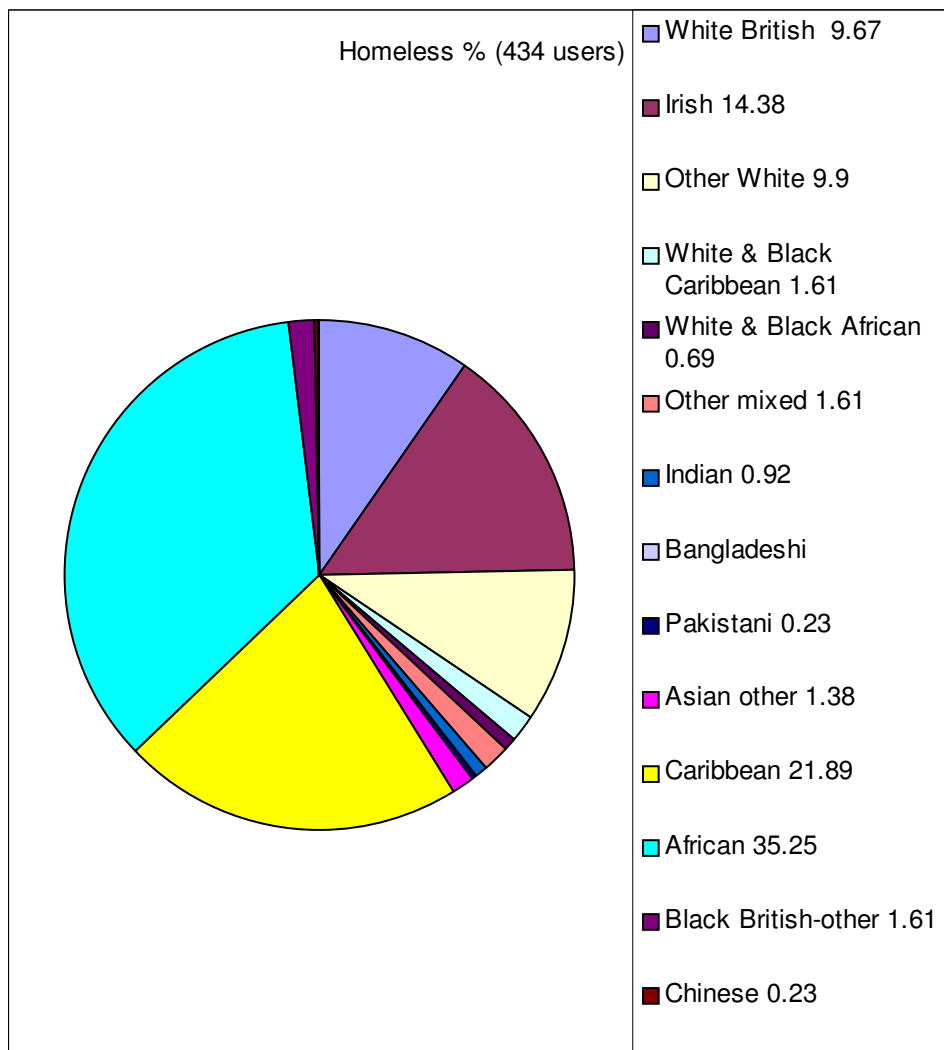


White British	32.93
Irish	6.01
Other White	17.49
White & Black Caribbean	2.22
White & Black African	0.68
Other mixed	2.11
Indian	2.40
Bangladeshi	0.66
Pakistani	1.01
Asian other	1.1
Caribbean	15.60
African	12.45
Black British-other	3.47
Chinese	1.01
Other	0.37
not declared	0.5

Elderly % (3168 users)



White British	37.56
Irish	6.19
Other White	11.49
White & Black Caribbean	1.77
White & Black African	0.47
Other mixed	2.56
Indian	2.68
Bangladeshi	0.47
Pakistani	1.04
Asian other	0.38
Caribbean	11.68
African	4.99
Black British-other	3.91
Chinese	1.36
Other	0.57
not declared	0.82



Note: Further Equalities Data covering secondary disability, gender, languages spoken and religion is in the process of being analysed and will be added later in the year. An analysis of over and under representations of key communities and groups will also be included, with proposed actions for addressing these. A report is scheduled to go to the July 06 meeting of the SP Executive Management Board.

## **Appendix 5 Overview of Supporting People Service Reviews**

### **Background**

- The Government required the Council to carry out a review and quality assessment of all housing related support services funded through Supporting People.
- This included looking at whether the services met local needs, are responsive to the views of people using services, are using public money well and are able to meet the priorities set out in local plans agreed by the Council, NHS, Probation and other agencies.
- The Council also looks at how good services are in following areas:

#### **Support Planning**

#### **Health and Safety**

#### **Managing Risk**

#### **Protecting people from abuse**

#### **Fair access and equal opportunities**

#### **Complaints**

- The Council's Supporting People Team visited supported housing services to look at how well they are performing in these areas and to interview staff to find out whether they fully understand what they should be doing.
- The Team asked people using supported housing services for their views on how good their service is and what they think should be changed or improved. The views of people using these services are very important to the Council and they will drive what happens to these services in the future.
- The Team also asked professionals and organisations that work with supported housing services what they thought of them.
- The Supporting People Executive Management Board (Commissioning Body) agreed on the recommendations arising from the outcome of the reviews. The recommendations ranged from service decommissioning and reconfiguration to a service continuing with a new contract. Multi Agency Review Panels were set up for each client group that included relevant managers from statutory agencies, non provider voluntary organisations and service user groups.
- All 153 service reviews were completed by the 31 March 2006, in with Government requirements.
- The following sectors have been completed:
  - Mental Health Services
  - Learning Disability Services
  - Drug and Alcohol Services
  - Offender Services

- Single Homeless Services
  - Domestic Violence Services
  - **Older people services (including sheltered housing and community alarm**
  - **Physical Disability, Sensory Impairment and HIV services**
  - **Services specifically targeted at BME and Refugee Communities**
  - **Young person and teenage parent services**
  - The three large floating support services
- Two page summaries of the service reviews are being published on Haringey Council's website at:

[http://harinet.haringey.gov.uk/index/social\\_care\\_and\\_health/adultsandolderpeople/supporting\\_people1/supportingpeopleexplained.htm](http://harinet.haringey.gov.uk/index/social_care_and_health/adultsandolderpeople/supporting_people1/supportingpeopleexplained.htm)

- The summaries have been sent to service users, with comment forms to enable service users to feedback their views on the findings of the reviews to the Supporting People Partnership Board. Their views will be used to inform post review service development/improvements and future commissioning.

## **Mental Health**

- The quality assessments of the mental health sector have been mixed with one RSL provider being assessed as offering leading practice but with most being subject to action plans, close monitoring and a reassessment of quality after 3 months.
- Re-assessments have already occurred on all services and most have succeeded in achieving the minimum quality threshold with good prospects for further improvement. 2 services are still operating below minimum standards and are currently being re-assessed for the final time. If they fail again to meet minimum required standards their contract will be terminated and the support service will be moved to an alternative provider.
- It's worth noting that one of the small local providers who had not achieved all the required standards was linked to the small provider network facilitated by the Council's Voluntary Sector Team. There were no major concerns with the delivery of support but some of the procedures and practices needed reviewing and bringing into line with Government Supporting People requirements. The service supports a well established group of tenants who had lived in the scheme together for sometime and who clearly identified the project as their home.
- A mentor was identified that offers similar services to work with the provider on improving their policies and practices and training and advice was offered through the small provider network. This resulted in the provider successfully achieving the required standards in all areas and the SP Executive Management Board agreed to continue with the service until the re-commissioning of the sector is completed in 2007/08.
- Two services have been decommissioned due to serious concerns regarding quality and an additional service is in the process of being decommissioned.



- Overall there were 13 SP funded housing related support services for people with mental health problems that were reviewed. These currently support 351 service users. The amount of SP funding per hour of support delivered ranges from £4 per hour to £34 per hour, with an average cost of £19. The amount of support offered to an individual service user ranges from 2 hours per week to 33 hours per week, with an average of 13 hours.
- There is no doubt that this sector provides some of the most expensive services in the programme and that these services offer some of the highest levels of support. It should be noted that £493,000 per annum has already been saved in this sector, through contract review efficiencies and this represents 19% of the total cash saving achieved. However, a further £163,000 per annum efficiency on overheads has been identified and this will be pursued before planned re-commissioning commences. It should be noted that some of this may be used to re-invest in improving the quality of support staff.
- Haringey NHS TPCT, the Council and the NHS Mental Health Trust jointly commissioned research looking at the housing and support needs of mental health service users, which reported in April this year. This was commissioned in preparation for the re-commissioning of this sector and procurement of new mental health supported housing services.
- The research broadly concluded that most service users with severe mental health problems in the Borough needed fairly high levels of support and that service users seem to cope less well in low level supported housing. It was also concluded from the research that there is a need to improve the skills of support staff, to enable service users to address intimacy and relationship issues; lack of access to children; access to jobs and meaningful day time activity and support with substance misuse problems.
- New service and staffing specifications based on the findings of the research and earlier research carried out by the Matrix service user research are currently being developed. Focus groups involving service users and front line workers are being conducted to discuss these specifications and the models for the new services.
- The procurement of the new services based on these specifications will commence later in the year and is scheduled to be completed by March 2008, with the new services fully up and running. However, early work has already started on the decommissioning of the low level mental health services, including individual assessments of need of the existing service users of these services. Provider forums have already been consulted on the emerging changes but a forum involving all stakeholders and service users is planned for late October 06, to consult on the final draft service specifications and emerging service models.

## **Learning Disability**

- Most of the Learning Disability Services achieved the required standards of quality and are making steady progress on achieving the next level.
- One provider was assessed as being substantially below standards and was re-assessed following a tightly monitored action plan. The services offered by this provider were identified by the Learning Disability Partnership as being strategically important and there were indications that the services had achieved positive outcomes on preventing

community breakdowns and hospital admissions for a number of service users who had previous histories or repeated breakdowns.

- A joint approach on improving quality for this service was agreed via the joint LD Service Review Panel and with LB Islington, who had reviewed similar services offered by the same provider in Islington. This included identifying a mentor, an appropriate consultant to work with the provider (paid for by the provider), addressing weaknesses in the staffing and salary structure and the appointment of an appropriately qualified senior manager to run the service.
- The service was reviewed again earlier this year and was assessed as operating at the required standards with good prospects for further improvements. In April the SP Executive Management Board agreed to continue with the service until the completion of the re-commissioning of the sector in early 2008.
- The sector includes a service that has the highest weekly unit cost in the programme. This service supports a limited number of service users with complex and challenging needs and who have a history of community care breakdowns and hospital admissions.
- The service has been assessed against the Borough's eligibility criteria for SP funding, using a time-sheeting exercise. Up to 20% of the support being offered may not be related to ineligible social care that might require funding from the Learning Disability Partnership. Discussions are underway with the LD Partnership and the provider regarding capacity and future funding.
- In accordance with the Supporting People Five Year Strategy the joint re-commissioning and procurement of this sector with the Learning Disability Partnership is due to commence in 2007/08. New contracts will be put in place for all existing services that meet the required minimum standards, which will run until March 2008 with the option to extend. New performance arrangements linked to outcomes, revised pricing structure and targets will be included in the contract.

### **Offenders, Drug and Alcohol**

- The key service for offenders has been assessed as being substantially below standard and a number of risks have been identified with a number of the projects managed by the service. The service is being immediately put out to tender and joint visits involving London Probation and Community Safety are being set up to assess the continued appropriateness of some of the sites and schemes. This includes one service for people recovering from drug misuse.
- One project is already in the process of being transferred to an alternative provider. The SP Team, London Probation, Community Safety, the Drug and Alcohol Coordinator and the new provider are working on turning the scheme into an intensive supported housing project for Prolific and other Priority Offender (PPO).
- Similar work is underway across these agencies to reconfigure an existing supported housing project for offenders into a small specialist floating support service that will with referrals from the Multi Agency Public Protection Panel (MAPPA).

- The single alcohol-related service has met all of the required standards and is making progress to reach the next level of the Quality Assessment Framework. It is considered strategically relevant to the Borough by the DAAT and the SP Executive Management Board has agreed that the existing service will continue until the end of 2008/09, when it will be considered for tendering.
- Early work is underway between the Head of the Safer Communities Unit and the Supporting People Team to improve the links between the Housing Service, Supporting People services and Holloway Prison. The intended outcome is to ensure that the housing and support needs of offenders leaving prison are addressed before prison discharge and that a joint resettlement package is organised. It is likely that the low level floating support services will be utilised to offer pre-discharge and resettlement support.
- The Substance Misuse and Offender Review Panel (SMORP) that includes the DAAT Coordinator, the Regional Housing Development Manager for London Probation, a Local Probation Manager, the NHS TPCT's Commissioner for Substance Misuse, Social Service Manager responsible for substance misuse and the SP Commissioning and Review Manager are overseeing these developments.

### **Domestic Violence**

- Three of the services for survivors of domestic violence have met the required standards for quality and performance. 2 small voluntary sector services are being linked up with the borough's small provider network and will be supported by the Council's voluntary sector team in meeting the required standards. One service is being decommissioned as it provides for the tenants of one RSL and duplicates services already offered by the large floating support services. The review also found that it doesn't provide specific domestic violence support, offering more general support.

### **Single Homeless Services**

- All of the low-level supported accommodation based provision for the single homeless is being decommissioned, other than the direct access YMCA hostel, a service for rough sleepers with complex needs and a direct access cross-authority service used mainly by refugees. This is based on the assumption of delivering preventative support via the floating support services through the Council's Housing Prevention and Options service. This is in line with the Borough's five-year strategy. However, the following caveats apply:
  - A needs survey is being commissioned of existing service users to assess how many will continue to need support.
  - Consultation with other North London Boroughs is underway to consider the cross authority implications.
  - Alternative housing options for the non statutory homeless being developed by Housing Strategy and Needs.
  - Exist strategies informed by the above will be devised.
  - Discussions with landlords on the future use of the accommodation.
- This process is expected to take 6 months to achieve and work against these tasks is well progressed. Existing interim contracts are due to expire in March 2007.

- A key issue to note is that an analysis of the use of Haringey's single homeless services found that over half the accommodation based support services are supporting single homeless service users that originate from other London Boroughs. There is evidence that these services are being used as second stage move on for other supported housing projects.
- Haringey submitted a report based on these findings to the North London SP Group, which includes Camden, Islington, Westminster, Enfield and Barnet. This group reports to the North London Housing Directors Group. Agreement has already been reached in principle between Islington and Haringey on the use of some of their existing provision to provide second stage move on from the central London single homeless hostels and a project group has been set up involving the two Boroughs and Camden and Westminster.
- Negotiations are currently underway following the review of St Mungos supported hostel for chaotic single homeless service users and rough sleepers, to expand its specialist mental health and substance misuse support to other single homeless services and Domestic Violence services in the Borough. The expanded service would also employ a part time supported housing coordinator who will work with former sex workers. The service development will be funded out of efficiencies identified through the service review. This has arisen from joint discussions with other single homeless and DV service providers, with the Safer Communities Unit and with SHOCC (funded by the NHS to address the health and other needs of sex workers).

### **Direct Access Floating Support**

- Two of the large floating support services are either delivering leading practice across the Board or are substantially above the required standards in most areas. One of these services (HARTS) has recently won a national award with the Council for effective partnership working. One service (for the over 60s) assessed last year has been subject to an action plan monitored every three months. However, a re-review carried out towards the end of 2005 has found significant improvement, with the service meeting the required standards and on course to reach the next level of the Quality Assessment Framework.
- The Supporting People Five Year Strategy places considerable emphasis on addressing most low level support needs through the provision of direct access floating support and on using these services to prevent homelessness, social exclusion etc. As a consequence these have been assessed as highly relevant services in terms of strategic priorities. Considerable work is underway to more fully integrate them with Homelessness and Housing services and with the Anti Social Behaviour Team, in order to address the risks of potential eviction at a very early stage.
- A key thing to note is that the North London Sub Region are currently gathering a considerable amount of benchmarking and service data on all floating support services in the sub regions and this will be completed by November. The purpose behind this is to enable joint commissioning of these services from 2008 onwards and this is being strongly pushed by the North London Housing Directors Group. An exercise currently being led by Haringey to bring together the floating support contracts (worth over £3.5

million per annum) of one major North London Borough may potentially achieve a £250,000 per annum saving across the sub region.

### **Multi Agency and Partners Overview of the Supporting people Review Process**

- For all client group sectors multi-agency review panels were set up that included relevant managers from Housing, Social Services, Haringey NHS TPCT and where appropriate the Children's Service, Safer Communities Unit, DAAT and Probation. These oversaw the work of the SP Team in carrying out the reviews and developed options and recommendations for consideration by the SP Executive Management Board (commissioning body).

### **Future Assessments of Service Quality**

- The Pre-Business Plan for 2006/07 aims to get all services up to a level B (good practise) in at least two areas of the Quality Assessment Framework (Health and Safety and Protection from Abuse) by the end of the year. A programme of quality assessments for all services has been agreed by the Supporting People Executive Management Board (Commissioning Body).
- Of the 153 services reviewed between 2003 and 2006, 50 were assessed as offering below minimum standards in quality of practise and procedure in at least one of the 6 core standards. Through the close monitoring of the Council and it's support 21 of these services are now operating at the required standards across all 6 core areas.
- Of the remaining 29 services 11 have either been decommissioned or are being decommissioned. 25 of these services were only reviewed this year (between January and March 06) and 11 of these are small BME providers, managed by voluntary management committees and where the SP Team is working with the Council's Voluntary Sector Service to develop their capacity to deliver SP funded support.

This page is intentionally left blank



## Agenda Item

**The Executive***On 3 October 2006*

**Report title: URGENT ACTIONS TAKEN IN CONSULTATION WITH EXECUTIVE MEMBERS**

**Report of: The Chief Executive**

**1. Purpose**

To inform the Executive of urgent actions taken by Directors in consultation with Executive Members.

The report details urgent actions taken by Directors in consultation with Executive Members since last reported. Item numbers 11-12 (2006-7) have not previously been reported.

**2. Recommendations**

That the report be noted.

**Report authorised by:** Ita O'Donovan, Chief Executive

**Contact officer:** Richard Burbidge

**Telephone:** 020 8489 2923

#### **4. Access to information:**

Local Government (Access to Information) Act 1985

##### **4.1 Background Papers**

The following background papers were used in the preparation of this report;

Executive Member Consultation Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.



## 1. DIRECTOR'S ACTION – 2006-07

Exempt forms are denoted by ♦

No	Directorate	Date received in EMO	Date approved by Director	Date approved by Executive Member/ Leader	Title	Decision
11.	Chief Executives	20.09.06	J.Holliday 25.08.06	G.Meehan 25.08.06	<b>IT In-sourcing Programme – External Recruitment Services</b>	Approval of a waiver of Contract Standing Order 6.04 (Requirement to Tender) to enable the engagement of both Harvey Nash and Certes to undertake the external recruitment process for the recruitment of any remaining posts for the new IT Services organisational structure.
12.	Chief Executives	20.09.06	I.O'Donovan 01.09.06	G.Meehan 01.09.06	<b>IT In-sourcing Programme – Detailed Organisational Structure for IT Services</b>	Approval to the detailed organisation structure for IT Services.

## 1. DIRECTOR'S ACTION – 2006-07

Exempt forms are denoted by ♦

[illegible]



## Agenda Item

**The Executive***On 3 October 2006***Report title: DELEGATED DECISIONS AND SIGNIFICANT ACTIONS****Report of: The Chief Executive****1. Purpose**

To inform the Executive of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers in August 2006. Significant actions (decisions involving expenditure of more than £50,000) taken during the same period are also detailed.

**2. Recommendations**

That the report be noted.

**Report authorised by:** Ita O'Donovan, Chief Executive**Contact officer:** Richard Burbidge**Telephone:** 020 8489 2923

#### **4. Access to information:**

Local Government (Access to Information) Act 1985

##### **4.1 Background Papers**

The following background papers were used in the preparation of this report;

Delegated Decisions and Significant Actions Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

ASSISTANT CHIEF EXECUTIVE (ACCESS)

Significant decisions - Delegated Action August 2006

♦ denotes background papers are Exempt.

Items in **bold** denote agreed decisions over £50k

No	Date approved by Director	Title	Decision
1.	25/08/06	<b>IT Insourcing Programme – External recruitment from Certes and Harvey Nash for the organisational restructure of IT Services: Request for waiver of requirement to tender (Part A and Part B)*</b>	<b>Agreed</b>
2.	18/08/06	Insourcing Programme – Migration of the Sx3 Revenues and Benefits system (iWorld) to an in-house operation	Agreed
3.	17/08/06	Nutritional Value of School Meals	Agreed
4.	16/08/06	<b>Rangemoor Road Industrial Estate – demolition of existing light industrial units at 20-22 Bernard Road and replacement with new build managed workspace facility.</b>	<b>Agreed</b>
5.	14/08/06	<b>Rangemoor Road, Award of Contract*</b>	<b>Agreed</b>

\* Record of decision taken under urgency procedures or delegated authority

Delegated Action	
Type	Number

This page is intentionally left blank

## DIRECTOR OF THE CHILDREN AND YOUNG PEOPLES SERVICE

### Significant decisions - Delegated Action 2005/06

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	24.7.06	Fees Increase for Haringey Adult Learning Service (HALS)	Approved by Director – to be signed off by Cllr Harris under urgency powers
2.			
3.			
4.			

### Delegated Action

Type	Number
Approval for award of contract under CSO 11.02 Fortismere School – proceeds of land sale	1
Approval for award of contract under CSO 11.02 Stonecroft Children's Centre	1
Approval for award of contract under CSO 11.02 Training Contract with The Tavistock and Portman Trust	1

This page is intentionally left blank



**DIRECTOR OF Environmental Services**

**Significant decisions - Delegated Action 2005/06**

♦ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	30/08/06	Interim Variation to On Time Contract to Provide Abandoned Vehicle Service	To allow variation of the contract to include the provision of abandoned vehicle service for 9 months subject to a break clause after 3 months if On Time are unable to prove to the Council that they are fully compliant
2.			
3.			
4.			

Delegated Action	
Type	Number
CSO's	1

This page is intentionally left blank

**MINUTES OF THE EXECUTIVE MEMBER SIGNING  
FRIDAY, 15 SEPTEMBER 2006**

Councillors K Amin

**IEXM1. STATEMENT OF COMMUNITY INVOLVEMENT (SCI)**

We noted that the purpose of the report was to seek approval for the draft Statement of Community Involvement (SCI – as set out in Appendix 1 to the report). The draft statement sets out the Council's vision and standards for involving the community and other stakeholders in the preparation, revision and alteration of Local Development Documents; which will form of the Local Development Framework (LDF) and consideration of planning applications.

We noted that, depending on the comments received from the statutory bodies, the draft statement may be amended. Following this stage there will be wider public consultation on the draft Statement of Community Involvement.

We also noted that this item had been discussed at the last meeting of the member/officer Steering Group on the Statement of Community Involvement.

**RESOLVED**

That the Lead Member for Enterprise and Regeneration approve the draft Statement of Community Involvement for consultation with statutory bodies.

**Cllr K Amin**

**Executive Member for Enterprise and Regeneration**

This page is intentionally left blank